

DEFENSE SYSTEMS MANAGEMENT COLLEGE 1998 CATALOG



A MEMBER OF THE DEFENSE ACQUISITION UNIVERSITY CONSORTIUM

Key Phone Index

The "official standard" Internet address for reaching the faculty at DSMC follows:

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DSMC Main Campus Listing

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Deputy Commandant/Provost	(703) 805-2155
Academic Programs Division	(703) 805-2902
College Administration and Services Division	(703) 805-5182
DSMC CPO	(703) 805-2723
DSMC Press	(703) 805-3056
Emergency Number	(703) 805-3241
NCO Page	(703) 515-5661
Executive Institute	(703) 805-4857
Faculty Division	(703) 805-2764
General Information (7 a.m.-4:30 p.m.)	1-800-845-7606
Home Page	http://www.dsmc.dsm.mil
Human Resources Department	(703) 805-3363
Registrar	(703) 805-2227; Toll-free 1-888-284-4906
Catalog/Transcript Requests	(703) 805-2850
Registrar Internet Address	registrar@dsmc.dsm.mil
Research, Consulting, and Information Division	(703) 805-2289
School of Program Management	(703) 805-5173

Fort Belvoir Post Listing

Belvoir Civilian Personnel Advisory Center	(703) 805-3865
Billeting	(703) 805-2333/2307
DeWitt Hospital Emergency Room	(703) 805-0518
Military Police	(703) 806-3104/3105
Officers Club	(703) 780-0930

DSMC Regions Listing

Eastern Region	(617) 377-3593
DSN	478-3593
Fax	(617) 377-7090
Mid-Atlantic Region	(908) 532-5122
DSN	992-5122
Fax	(908) 532-2780
Southern Region	(205) 842-9050
DSN	788-9050
Fax	(205) 842-9042
Western Region	(310) 363-8716
DSN	833-8716
Fax	(310) 363-8773

For more information on DAU courses, see the 1997/98 DAU course catalog or download the latest version of the course schedule by calling the DAU bulletin board at (703) 820-9527.

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Quick Reference by DAU/DSMC Course Number

DAU/DSMC Course Number	DSMC Acronym	DSMC Course Title	Page No.
ACQ 101 ¹	FSAMC	Fundamentals of Systems Acquisition Management Course	34
ACQ 201 ¹	ISAC	Intermediate Systems Acquisition Course	34
BCF 102	FEVMC	Fundamentals of Earned Value Management Course	35
BCF 103 ¹	FBFMC	Fundamentals of Business Financial Management Course	35
BCF 203 ^{1,2}	IEVMC	Intermediate Earned Value Management Course	36
BCF 205 ¹	CFAMC	Contractor Finance for Acquisition Managers Course	36
BCF 209 ^{1,2}	SARC	Selected Acquisition Report Course	37
BCF 301 ¹	BCEFMW	Business, Cost Estimating, and Financial Management Workshop	37
BCF 802 ^{1,2}	SARRC	Selected Acquisition Report Review Course	38
CON 232 ²	OMDCC	Overhead Management of Defense Contracts Course	38
DSMC 1 ⁴	SAMC	Systems Acquisition Management for General/Flag Officers Course	39
DSMC 2 ⁴	ERC	Executive Refresher Course	39
DSMC 5 ^{4,5}	DAEOW	Defense Acquisition Executive Overview Workshop	40
DSMC 30 ⁴	EMC	Executive Management Course	40
LOG 201 ¹	IALC	Intermediate Acquisition Logistics Course	41
PMT 202 ²	MPMC	Multinational Program Management Course	41
PMT 203 ²	ISTT/CC	International Security and Technology Transfer/Control Course	42
PMT 302 ¹	APMC	Advanced Program Management Course	42
PMT 303 ²	EPMC	Executive Program Managers Course	44
PMT 304 ²	AIMW	Advanced International Management Workshop	45
PMT 305 ²	PMSC	Program Managers Skills Course	46
PQM 301 ¹	APQMC	Advanced Production and Quality Management Course	46
SAM 101 ^{2,3}	BSAMC	Basic Software Acquisition Management (Self-paced CD ROM Class)	47
SAM 201 ²	ISAMC	Intermediate Software Acquisition Management Course	47
SAM 301 ²	ASAMC	Advanced Software Acquisition Management Course	48
SYS 301 ¹	ASPRDEC	Advanced Systems Planning, Research, Development and Engineering Course	48
TST 101 ¹	IAWTEC	Introduction to Acquisition Workforce Test and Evaluation Course	49
TST 202 ¹	ITEC	Intermediate Test and Evaluation Course	49
TST 301 ¹	ATEC	Advanced Test and Evaluation Course	50

¹ Mandatory Course for Certification

² Assignment-specific Course

³ Correspondence Course Available

⁴ Continuing Education

⁵ Specially Tailored Workshops

Quick Reference by Course Title

DSMC Course Title	DSMC Acronym	DAU/DSMC Course Number	Page No.
Advanced International Management Workshop	AIMW	PMT 304 ²	45
Advanced Production and Quality Management Course	APQMC	PQM 301 ¹	46
Advanced Program Management Course	APMC	PMT 302 ¹	42
Advanced Software Acquisition Management Course	ASAMC	SAM 301 ²	48
Advanced Systems Planning, Research, Development and Engineering Course	ASPRDEC	SYS 301 ¹	48
Advanced Test and Evaluation Course	ATEC	TST 301 ¹	50
Basic Software Acquisition Management Course (Self-paced CD ROM Class)	BSAMC	SAM 101 ^{2,3}	47
Business, Cost Estimating, and Financial Management Workshop	BCEFMW	BCF 301 ¹	37
Contractor Finance for Acquisition Managers Course	CFAMC	BCF 205 ¹	36
Defense Acquisition Executive Overview Workshop	DAEOW	DSMC 5 ^{4,5}	40
Executive Management Course	EMC	DSMC 30 ⁴	40
Executive Program Managers Course	EPMC	PMT 303 ²	44
Executive Refresher Course	ERC	DSMC 2 ⁴	39
Fundamentals of Business Financial Management Course	FBFMC	BCF 103 ¹	35
Fundamentals of Earned Value Management Course	FEVMC	BCF 102	35
Fundamentals of Systems Acquisition Management Course	FSAMC	ACQ 101 ¹	34
Intermediate Acquisition Logistics Course	IALC	LOG 201 ¹	41
Intermediate Earned Value Management Course	IEVMC	BCF 203 ^{1,2}	36
Intermediate Software Acquisition Management Course	ISAMC	SAM 201 ²	47
Intermediate Systems Acquisition Course	ISAC	ACQ 201 ¹	34
Intermediate Test and Evaluation Course	ITEC	TST 202 ¹	49
International Security and Technology Transfer/Control Course	ISTT/CC	PMT 203 ²	42
Introduction to Acquisition Workforce Test and Evaluation Course	IAWTEC	TST 101 ¹	49
Multinational Program Management Course	MPMC	PMT 202 ²	41
Overhead Management of Defense Contracts Course	OMDCC	CON 232 ²	38
Program Managers Skills Course	PMSC	PMT 305 ²	46
Selected Acquisition Report Course	SARC	BCF 209 ^{1,2}	37
Selected Acquisition Report Review Course	SARRC	BCF 802 ^{1,2}	38
Systems Acquisition Management for General/Flag Officers Course	SAMC	DSMC 1 ⁴	39

¹ Mandatory Course for Certification

² Assignment-specific Course

³ Correspondence Course Available

⁴ Continuing Education

⁵ Specially Tailored Workshops

ACE (American Council on Education) Credit for DSMC Courses

The American Council on Education (ACE) completed their evaluation of 15 DSMC courses for college credit during the week of October 28, 1996. The Council recommended 10 of the courses either for undergraduate or graduate credit hours. (Two courses, BFM 102 and BFM 203, were counted as one course because both have to be taken before credit is recommended.)

The 1996 Guide to the Evaluation of Educational Experiences in the Armed Forces (Orynx Press, Phoenix, AZ) is ACE's most current issue. Until the credits for DSMC's new classes are published in the next issue, students wanting credit information must request a transcript/verification of attendance from the Registrar. College/university admissions officers may either review the ACE Guide (for older courses) or telephonically contact ACE (for new courses) at (202) 939-9470 for

verification of credit recommendations. Each college/university admissions officer has the prerogative to accept/reject these credit recommendations.

For questions concerning the College's ACE accreditation, please call the Department Head, Academic Requirements Department (currently Dr. Jack Dwyer), at (703) 805-5144/DSN 655-5144. To obtain a Transcript/Verification of Course Attendance Request, use the form on page 73 and contact the Registrar's Office (Dee Roberts) at the following address, numbers, or Fax:

DEFENSE SYSTEMS MGMT COLLEGE
ATTN REGISTRAR
9820 BELVOIR ROAD STE G38
FT BELVOIR VA 22060-5565

Comm: (703) 805-2850/2521; DSN 655-2850/2521
Fax: (703) 805-3983/3709; DSN 655-3983/3709

Recommended ACE (American Council on Education) Credit Hours for DSMC Courses

Current Courses Offered by DSMC (*See notes 1, 2, and 6*)

DAU Course No.	Course Title	ACE Catalog DD No.	Dates Credit Valid	Undergraduate Credits	Graduate Credits	Specialty
ACQ 101	FSAMC	DD-1408-0012	9/94-Present	3 Lower Division	N/A	Acquisition Management
ACQ 201	ISAC	DD-1408-0020	6/92-Present	4 Upper Division	N/A	Acquisition Management
BCF 301	BCEFMW	DD-1408-0017	6/96-Present	2 Upper Division	N/A	Financial Management
BFM 102 ⁶	CPMFC	DD-1408-0014	7/95-Present	3 Upper Division	N/A	Management (both courses must be completed)
BFM 203 ⁶	ICPMC	DD-1408-0015	3/96-Present			
PMT 302	APMC	DD-1408-0018	3/95-Present	N/A	9	3-Financial Management 3-Operations Management 3-Technical Management
PMT 303	EPMC	DD-1408-0019	8/94-Present	N/A	3	Program Management
PMT 305	PMSC	DD-1408-0021	6/96-Present	N/A	1	Program Management
PQM 301	APQMC	DD-1408-0010	10/94-Present	N/A	3	Business Administration or Technical Management
SAM 201	ISAMC	DD-1408-0013	6/96-Present	3 Upper Division	N/A	Acquisition Management
SYS 301	ASPRDEC	DD-1408-0016	6/96-Present	N/A	3	Technical Management

Courses Still Valid for Credit But No Longer Offered (*See notes 1, 3, 4, and 5*)

DAU Course No.	Course Title	ACE Catalog DD No.	Dates Credit Valid	Undergraduate Credits	Graduate Credits	Specialty
PRD 301	DAEMQAC	DD-1408-0010	10/93-9/94	N/A	3	Business Administration or Technical Management
PMT 201	ISAC	DD-1408-0011	10/90-6/92	4 Upper Division	N/A	Systems Management
PMT 301	PMC	DD-1408-0007	2/90-3/95	2 Upper Division	2	Financial Analysis/Planning
					9	3-Leadership/Group Decision Process 3-Systems Management 3-Operations Management
PMT 341	SACPC	DD-1408-0009	1/90-Present	N/A	3	Procurement Management
None	PMC	DD-1408-0002	1/73-1/90	6 Upper Division	N/A	3-Production and Operations Management 2-Managerial Finance 1-General Management
					9	Program or Project Management

Notes:

- (1) Shaded courses were part of 1996 ACE review. All unshaded courses are contained in the 1994 ACE Guide. College/university admissions officers may either review the ACE Guide (for older courses) or telephonically contact ACE (for newer courses) at (202) 939-9470 for verification of credit recommendations.
- (2) BFM 102 and BFM 203 must both be completed to receive credit hours.
- (3) PQM 301 replaced PRD 301.
- (4) From 1990-1992, the course title of PMT 201 was Acquisition Basics Course. In 1992, PMT 201 was replaced by ACQ 201.
- (5) PMT 301 was replaced by PMT 302.
- (6) BFM 102 (CPMFC) and BFM 203 (ICPMC) have been renamed; in 1998 they are BCF 102 (FEVMC) and BCF 203 (IEVMC), respectively. This statement is provided for your assistance; the ACE has not approved this annotation.

DSMC Courses by Acquisition Career Field

Acquisition Area	Course Number	Course Abbreviation
Acquisition Logistics	LOG 201 ¹	IALC
Acquisition Management Core Courses	ACQ 101 ¹	FSAMC
	ACQ 201 ¹	ISAC
Business, Cost Estimating, and Financial Management	BCF 102 ^{1,2,3}	FEVMC
	BCF 103 ¹	FBFMC
	BCF 203 ^{1,2}	IEVMC
	BCF 205 ¹	CFAMC
	BCF 209 ^{1,2}	SARC
	BCF 301 ¹	BCEFMW
	BCF 802 ^{1,2}	SARRC
Contracting	CON 232 ²	OMDCC
International	PMT 202 ²	MPMC
	PMT 203 ²	ISTT/CC
	PMT 304 ²	AIMW
Manufacturing, Production, and Quality Assurance	PQM 301 ¹	APQMC
Program Management	PMT 302 ¹	APMC
	PMT 303 ²	EPMC
	PMT 305 ²	PMSC
Senior Executive	DSMC 1 ⁴	SAMC
	DSMC 30 ⁴	EMC
	DSMC 2 ⁴	ERC
	DSMC 5 ^{4,5}	DAEOW
Software Acquisition Management	SAM 101 ^{2,3}	BSAMC
	SAM 201 ²	ISAMC
	SAM 301 ²	ASAMC
Systems Planning, Research, Development, and Engineering	SYS 301 ¹	ASPRDEC
Test and Evaluation Engineering	TST 101 ¹	IAWTEC
	TST 202 ¹	ITEC
	TST 301 ¹	ATEC

¹Mandatory Course for Certification

²Assignment-specific Course

³Correspondence Course Available

⁴Continuing Education

⁵Specially Tailored Workshops

Course Title	Prerequisites	Page No.
Intermediate Acquisition Logistics Course	LOG 101, ACQ 201	41
Fundamentals of Systems Acquisition Management Course	None	34
Intermediate Systems Acquisition Course	ACQ 101 or exam	34
Fundamentals of Earned Value Management Course	None	35
Fundamentals of Business Financial Management Course	BCF 102, ACQ 101	35
Intermediate Earned Value Management Course	ACQ 101, BCF 102, ACQ 201	36
Contractor Finance for Acquisition Managers Course	ACQ 201	36
Selected Acquisition Report Course	ACQ 201	37
Business, Cost Estimating, and Financial Management Workshop	ACQ 201 (or combination of BCE 101, BCF 103, and BCF 102)	37
Selected Acquisition Report Review Course	BCF 209*	38
Overhead Management of Defense Contracts Course	None	38
Multinational Program Management Course	None	41
International Security and Technology Transfer/Control Course	None	42
Advanced International Management Workshop	None	45
Advanced Production and Quality Management Course	ACQ 201, PQM 201	46
Advanced Program Management Course	ACQ 101, ACQ 201	42
Executive Program Managers Course	PMT 302	44
Program Managers Skills Course	PMT 301, PMT 302	46
Systems Acquisition Management for General/Flag Officers Course	None	39
Executive Management Course	None	40
Executive Refresher Course	PMT 302	39
Defense Acquisition Executive Overview Workshop	None	40
Basic Software Acquisition Management Course (self-paced CD ROM class)	ACQ 101	47
Intermediate Software Acquisition Management Course	SAM 101, ACQ 201	47
Advanced Software Acquisition Management Course	SAM 201	48
Advanced Systems Planning, Research, Development, and Engineering Course	SYS 201*	48
Introduction to Acquisition Workforce Test and Evaluation Course	ACQ 101	49
Intermediate Test and Evaluation Course	ACQ 201	49
Advanced Test and Evaluation Course	ACQ 201	50

*Recommended

Graduate-level Credit

Graduate-level credit for successful completion of the 14-week Advanced Program Management Course can be applied to specific degree programs at the universities listed below:

Institution	Number of Credits
The Catholic University Department of Civil Engineering Master in Engineering Management	9 semester hours
The George Washington University Department of Engineering Management Master of Engineering Management Master of Science in Information Management	9 semester hours
University of Maryland University College Master of Science in Engineering Management	6 semester hours
Strayer College Master of Science in Business Administration	13.5 quarter hours
George Mason University Master of Arts in Interdisciplinary Studies	9 semester hours
Webster University Master of Management Master of Procurement and Acquisition Management	9 term hours

Institution	Number of Credits
University of Southern California School of Public Administration Washington Public Affairs Center Master of Public Administration in Program Management Doctor of Public Administration	8 semester hours
Florida Institute of Technology Florida Institute of Technology Center Master of Science in Contract and Acquisition Management Master of Business Administration Master of Science in Management Master of Science in Systems Management Master of Science in Material Acquisition Management	12 quarter hours
Marymount University Master of Business Administration	9 semester hours
Central Michigan University Merrifield Center Master of Science in Administration	9 semester hours
Capitol College Master of Science in Information and Telecommunication Systems Management Master of Science in Systems Management	9 semester hours

DSMC provides education, research, consulting, and information to the government and defense industry Acquisition Workforce in a Joint-Service environment.

Commandant's Message



Richard A. Black
BG, USA
Commandant



Edward Hirsch
BG, USA (Ret)
Provost and Deputy

The mission of the Defense Systems Management College is to promote and support the adoption and practice of sound systems management principles by the Acquisition Workforce. The College accomplishes this through education and training, research, consulting, and information dissemination.

As a member of the Defense Acquisition University (DAU) consortium of schools, DSMC recognizes its role as a member of a team providing education and training to the Acquisition Workforce in a centrally managed, decentrally executed manner. As a principal provider of acquisition education in the Department of Defense, the College, today, graduates over 9,000 students per year in 29 courses, ranging in length from 3 days to 14 weeks.

The pace of Acquisition Reform has accelerated in the decade of the '90s. The Federal Acquisition Streamlining Act, the Federal Acquisition Reform Act, and the new DoD 5000 documents are just a few of

the major changes that have affected the Acquisition Workforce and made tremendous demands for continuing education and regular updates for all acquisition professionals. Currently, DSMC is responding to this need with a combination of core-integrated courses, specialized courses, consulting, distance learning, and online information dissemination. The major integrated courses include the Fundamentals of Systems Acquisition Management Course (FSAMC), Intermediate Systems Acquisition Course (ISAC), and the Advanced Program Management Course (APMC).

The combination of Level I functional courses and FSAMC provides the new members of the workforce with the basic body of knowledge they need to develop and grow in the Acquisition Workforce. After gaining knowledge and experience in their functional field, the typical workforce member will attend ISAC. This is the flagship course for Integrated Product Teams (IPTs) or Integrated Product and Process Development (IPPD) Teams. In ISAC, students learn enough about the other functional disciplines to be effective members of an IPT or IPPD. Following ISAC, additional functional courses, and several more years of work experience, acquisition professionals who wish to reach Level III in the program management career field attend APMC. Graduates are capable of filling primary positions on program management staffs, operating as division chiefs in program offices and major acquisition commands, and acting as team leaders of IPTs/IPPDs.

These three integrated courses combine with the other DAU offerings to provide the primary means of education for the Acquisition Workforce. However, these courses alone cannot keep everyone current with the frequent changes in policy and practice or the changes in acquisition caused by rapid growth in

technology. The four Regional Centers at Fort Monmouth, Boston, Los Angeles, and Huntsville offer opportunities for courses outside the Washington, DC, area. In addition, DSMC is developing a variety of distance learning and continuing education offerings that will allow the entire workforce to stay current in this rapidly changing environment.

In addition to education, the original charter gave DSMC research, consulting, and information dissemination missions. The College publishes numerous scholarly research products and hosts a biennial national research symposium. The DSMC Press publishes and disseminates information through books, guidebooks, technical reports, and program management fact sheets. The Press also publishes DSMC's bi-monthly *Program Manager* magazine and the DAU-refereed journal, *Acquisition Review Quarterly*, which provide opportunities for key policy makers to speak directly to the acquisition community. Electronic information is provided via the DSMC Home Page

(<http://www.dsmc.dsm.mil>). This website offers updates on acquisition policy, the *Program Manager's Notebook*, and online access to the experts on the DSMC faculty. It can be used to find information on current research into critical acquisition issues and has a section for lessons learned from recent program results.

The DoD policy makers have made major changes in streamlining and reforming the acquisition of defense systems. Much of the burden now falls to the educational institutions and to those in the workforce that must implement the reforms that have been made. The DSMC staff and faculty are committed to maintaining the currency of the Acquisition Workforce so they can acquire defense systems faster, better, and for less money. We will continue to adapt our courses and methods of delivery to satisfy the needs of our customers through on-site instruction, continuing education, and distance learning so the Acquisition Workforce can help our nation meet its defense objectives.

Best wishes in your professional development activities,



Richard A. Black
Brigadier General, USA
Commandant

School of Program Management



Robert Vernon
CAPT, USN
Dean



Dr. Craig Lush
Associate Dean

The School of Program Management plans, schedules, and conducts program management courses and provides executive continuing education to support the acquisition management workforce. Courses include the core courses for Level I, II, and III acquisition professionals, Assignment-specific international courses, and executive courses.

The School sponsors the Defense Acquisition University's integrative core courses: the 2-week ACQ 101, Fundamentals of Systems Acquisition Management Course (FSAMC); the 4-week ACQ 201, Intermediate Systems Acquisition Course (ISAC); and the 14-week PMT 302, Advanced Program Management Course (APMC). These courses are all integrated courses involving the various interrelated disciplines of program management. Each course builds on the prior (prerequisite) course to improve the professionalism of the Acquisition Workforce throughout an acquisition or program management career. We designed the courses to enable the student to develop the levels of competence desired by the Acquisition Management Functional Board.

Graduates of the former Program Management Course (PMC) or the current APMC who are selected for key program management positions involving either Acquisition Category (ACAT) I, II, or III return to DSMC for job-specific enroute courses designed to improve the effectiveness of the newly assigned program managers. The 2-week PMT 305, Program Managers Skills Course (PMSC), focuses on the competency needs of the newly selected ACAT III program manager or deputy program manager. The 4-week PMT 303, Executive Program Managers Course (EPMC), is designed to meet the learning and perfor-

mance needs of newly selected program executive officers and ACAT I and II program managers/deputy program managers.

The College provides continuing education in program management by offering open registration to prior graduates for the APMC electives, a 2-week Executive Refresher Course (for O-6 or GM-15 graduates of the former 20-week PMC or the current 14-week APMC), shorter acquisition seminars, and other educational materials available for self-study.

The 3-week Executive Management Course provides education in acquisition management for military O-6 or GM-15 executives who have not completed the PMC or APMC. This course combines a current acquisition policy curriculum with an executive learning-needs focus.

The Systems Acquisition Management for General/Flag Officers Course (DSMC 1) provides flag officers and senior executive-level civilians a 1-week, senior-level overview of acquisition management. This course provides an introduction for individuals who

must interface with the acquisition business community and a current policy and best practices update for senior acquisition corps leaders.

The Defense Acquisition Executive Overview Workshop (DAEOW) offers an executive-level understanding of the defense systems acquisition process. It is offered to general/flag officers and SES civilians. The 1/2- to 2-day workshop is scheduled “on demand,” and the curriculum is totally tailored to address only the specific needs of the individual(s) requesting attendance at the workshop.

International program management courses provide education for professionals who are, or will be, involved in international acquisition programs. All international courses are 1 week in duration and are Assignment-specific courses. The Multinational Program Management Course (MPMC) (PMT 202) is the introduction to and overview of cooperative development, production, and support. Once each year, normally in Europe, the College conducts the MPMC under the International Defense Educational Arrangement with the United Kingdom, Germany,

and France. The International Security and Technology Transfer/Control Course (PMT 203) focuses on information and technology transfer/control issues that acquisition personnel must consider with international programs. The Advanced International Management Workshop (PMT 304) focuses on the nature, process, procedures, and issues associated with the preparation and negotiation of international cooperative acquisition agreements, normally referred to as Memoranda of Understanding or Agreement.

The College updates its program management curriculum continually, with input from faculty, current and past students, acquisition managers, supervisors of graduates, acquisition career management boards, and functional-area advisory boards. The update process, based on multiple input and views on priorities, facilitates continuous course update, reflecting the evolution of the defense systems acquisition management arena. The highly experienced faculty helps students consider best practices, current policy, and different alternatives in the context of the rapidly changing world. Self-directed learning support in the APMC, PMSC, and EPMC allows students



to tailor their individual learning needs in areas beyond the core curriculum. The structured program identifies and coordinates common interests, helps students contact faculty in key interest areas, and enables students to take full advantage of learning resources on and off campus. Students design their own supplementary learning program to fulfill their individual learning objectives from on-campus electives, the Learning Resource Center, library materials and online databases, and the many unique acquisition-related personnel and institutions in the Washington, DC, area.



EXECUTIVE CONTINUOUS EDUCATION FOR LEADERS (EXCEL) PROGRAM

The EXCEL Program provides executive participants in the systems acquisition community with a process and program that facilitate individually tailored, career-long learning experiences using resources brokered through DSMC. Normally, beginning with the EPMC for major program managers, the EXCEL program assists executive learners via an "Assess/Plan/Do" process to enhance the knowledge and skills needed for their current or anticipated job assignments.

Executive-In-Residence Program

In response to a mandate by the Congress, Office of the Secretary of Defense (OSD), and the Services to increase Acquisition Workforce qualifications, DSMC established the Executive-In-Residence (EIR) program in 1991. Emphasizing the integrative nature of program management, the EIR program added four senior-level, multifunctional program managers to the College's existing faculty of highly qualified functional managers.

These EIRs provide a unique resource of talent to teach and mentor faculty and students, conduct advanced research, and provide executive consulting to the College. Not only were they particularly instrumental in the design and conduct of the Executive Program Managers Course; but also their experience is applied across the spectrum of DSMC's integrative courses by counseling, facilitating, and advising students on the complex interrelationships in program management and by helping them make the connection of theory to practice. In addition, they provide executive-level consulting to numerous program offices, various OSD working groups, and policy groups. They also serve on the DoD Acquisition Management Functional Board.



Mr. Frederick L. Ayer
Col, USAF (Ret)



Mr. John H. Hickok
CAPT, USN (Ret)



Mr. Jesse J. Stewart
CAPT, USN (Ret)



Mr. Robert H. Stryjewski
COL, USA (RET)

Academic Programs Division

The Academic Programs Division (APD) serves as the formal interface with the staffs of the Defense Acquisition University (DAU), Service Directors of Acquisition Management, and the Under Secretary of Defense (Acquisition and Technology) within the Office of the Secretary of Defense (OSD). Its responsibilities include developing and coordinating College academic policy, plans, and procedural directives. To identify and meet future requirements, the APD is developing methods to multiply the number of students that can be supported. Serving as the customer interface for acquisition course requirements, the APD also determines customer educational needs and assesses how well DSMC is achieving customer satisfaction.

The APD consists of the Academic Requirements Department, the Office of the Registrar, and the College's four Regional Centers.

ACADEMIC REQUIREMENTS DEPARTMENT

The Academic Requirements Department establishes program and budget priorities; positions the College for anticipating changing needs of the future Acquisition Workforce, including marketing and business development of College products and services; projects student throughput; develops the College calendar for all academic activities; provides customer assessments and feedback on quality of educational products and services; and develops special offerings and projects as directed by the Commandant. The Department is responsible for the College's



Corporate and Strategic Planning and coordinates accreditation of DSMC courses with various professional associations, including the American Council of Education. In addition, it serves in a dual capacity as the College's interface with the DAU and as the focal point for the Acquisition Reform Communications Center.

OFFICE OF THE REGISTRAR

The Office of the Registrar provides the full range of admissions services, maintains student records and transcripts, and provides student tracking and statistical information for all DSMC courses. Requests for short-course special offerings are handled by the Regional Center liaison at (703) 805-5142 or DSN 655-5142.



Samuel D. Brown, Jr.
Col, USAF
Dean



Mr. Ernst Peter "Pete" Vollmer
Associate Dean



Dr. John "Jack" L. Dwyer
Department Head
Academic Requirements
Department



Mrs. Karla Reed
Registrar

Regional Centers

The Regional Centers are a vital part of DSMC and are located at major acquisition management centers. Nearly one-third of all DSMC students attend the Regional offerings. The Regional Centers offer several short courses, which are listed below:

- ◆ Advanced Test and Evaluation Course (ATEC)
- ◆ Fundamentals of Systems Acquisition Management Course (FSAMC)
- ◆ Introduction to Acquisition Workforce Test and Evaluation Course (IAWTEC)
- ◆ Intermediate Systems Acquisition Course (ISAC)
- ◆ Fundamentals of Business Financial Management Course (FBFMC)

The Regional Directors have practical and teaching experience in the program management life cycle from the concept exploration/definition phase through the entire program management life cycle, culminating in production, deployment, operations, and support. They are available to provide consulting services for their customers. In addition, the Regional Directors offer special seminars, presentations, and consulting expertise to the acquisition community. They are an excellent source of information regarding the mandatory training specified by the DoD Career Development Program for Acquisition Personnel (DoD 5000.52M) and as described in the Defense Acquisition University Catalog.

MID-ATLANTIC REGION

US Army Communications Electronics Command
ATTN: AMSEL-PT-HRD-MA
Bldg 551, Malterer Road
Fort Monmouth, NJ 07703-5000
DSN 992-5122 or (908) 532-5122
Fax DSN 992-2780 or (908) 532-2780



Mrs. Suellen Phair-Back
Director

EASTERN REGION

29 Chennault Street
Hanscom AFB, MA 01731-1706
DSN 478-3583/3593 or (617) 377-3583/3593
Fax (617) 377-7090

BILLETING
Comm (617) 377-2112
DSN 478-2112



Mr. Richard A. Stillman
Director

WESTERN REGION

MAILING ADDRESS:
2420 Vela Way
Suite 1467
Los Angeles AFB
El Segundo, CA 90245-4659
DSN 833-8716 or (310) 363-8716
Fax (310) 363-8773

NEW LOCATION:
Bldg 80
14800 Aviation Boulevard
Lawndale, CA 90260



Mr. Robert L. Tate
Director

SOUTHERN REGION

Sparkman Center Complex
DSMC-APD-SO (AMSMI-PT-ED)
Bldg 5303/1st Floor/WS 31C085/Rm 3135
Redstone Arsenal, AL 35898
DSN 788-9050/9045 or (205) 842-9050/9045
Fax (205) 842-9042 or
DSN 788-9042

BILLETING
Comm (205) 876-8028/5713
DSN 746-8028/5713
Fax Comm (205) 876-2929 or 837-1911
Fax DSN 746-2929



Mr. Joseph H. Schmoll
Director



Research, Consulting, and Information Division

The Research, Consulting, and Information Division (RCID) develops vital new knowledge in Defense Acquisition Management Education through long-term studies that aim to improve DoD Systems Acquisition Management. The Division also assists senior DoD acquisition executives with exemplary consulting services, which include locating available experts, professional advice, and other assistance from College-wide assets. The knowledge gained from these studies and consulting tasks is disseminated through a variety of media designed to make relevant information available to the acquisition community. Products of DSMC research are included in reports for DoD executives and the Acquisition Community, electronic publications available on the DSMC World Wide Web (www) Home Page, and printed publications.

The Division develops its program initiatives through consultation with DoD executives, DSMC faculty, and members of the worldwide systems acquisition community. Its products and services can greatly enhance the ability of acquisition professionals to prepare for the changing acquisition environment; assess the impact of these changes on acquisition policy, issues, or programs; and respond in an efficient and timely manner.

Highlights of the Research, Consulting, and Information Division accomplishments are listed below:

- ◆ *DSMC Home Page* came online in September 1995. This service provides, via the Internet, the dissemination of a wide variety of DSMC products. The DSMC Home Page can be accessed by using the following link or Uniform Resource Locator:

<http://www.dsmc.dsm.mil>

Contact Mr. James Dobbins, Associate Dean for Information Dissemination, at (703) 805-5419 or DSN 655-5419, for more information concerning the *DSMC Home Page*.

- ◆ Research on Ongoing Acquisition Research (*ROAR*) was made available through the DSMC Home Page in December 1995. *ROAR'n* (*ROAR* via the 'net') is a simple point-and-click Internet navigator for cutting through DoD's unique database covering thousands of summaries about research projects and studies on today's acquisition issues. *ROAR'n* belongs to the DoD acquisition community. Policy makers, their staffs, and acquisition researchers can access *ROAR'n* via the DSMC Home Page. The database covers thousands of active and recently completed acquisition projects worldwide.



Dr. James E. Price
Dean



Mr. Calvin Brown
Associate Dean for
Research



Mr. Daniel G. Robinson
Associate Dean for
Consulting



Mr. James H. Dobbins
Associate Dean for
Information Dissemination



During a campus tour, the Board of Visitors visits the ROAR site for a demonstration by Mr. James Abellera.

Contact Mr. James Abellera, Professor of Research, at (703) 805-5402 or DSN 655-5402, for more information concerning *ROAR'n*.

- ◆ *Survey Design, Assistance, and Data Analysis Support.* In an effort to determine the success of a recently implemented Acquisition Reform initiative regarding the Integrated Product Teams (IPTs), RCID provided survey design, assistance, and data analysis support to the Under Secretary of Defense (Acquisition and Technology). Members of the College were sought for their survey development expertise to assist OSD and the Services in designing a survey to assess the recent implementation of the IPT process. This involved bringing the major players to DSMC in the Management Deliberation Center and determining the customers' needs; developing a succinct survey assessment; administering the survey; analyzing the data; and providing an outbrief of survey results to the customers. Information from the data analysis was briefed by the Deputy Under Secretary of Defense (Acquisition Reform) to the Program Executive Officer (PEO) Conference held at DSMC in March 1996. Since that time, OSD has requested DSMC's assistance in other upcoming surveys assessing the implementation of other Acquisition Reform initiatives.

Contact Mr. Calvin Brown, Associate Dean for Research, at (703) 805-5404 or DSN 655-5404, for more information on *RCID Survey Design, Assistance, and Data Analysis Support*.

RESEARCH

The fundamental purpose of DSMC's research mission is to improve the DoD acquisition process and its management. Within the RCID, the Research Team manages support for the overall program of applied acquisition research at the College. The team develops innovative solutions for today's acquisition-related issues while actively investigating tomorrow's policy issues.

Recognizing that exemplary research is the key to acquisition knowledge and process improvement, the Research Team supports a variety of research-related activities, including the following:

- ◆ faculty research training;
- ◆ faculty research proposal evaluation process;
- ◆ the design of new management techniques for use by program management offices; and
- ◆ the formulation of acquisition policy alternatives.

Research is conducted by faculty members and selected students. Cooperative research is vigorously promoted with outside professionals in systems acquisition management. Potential cooperative researchers include members of the Service academies, federally funded research centers, and other academic institutions. The Associate Dean for Research manages these endeavors, which span the following topics:

- ◆ Program Management,
- ◆ Acquisition Strategy,
- ◆ Contract Management,
- ◆ Competition,
- ◆ Productivity,
- ◆ Technical Support Services, and
- ◆ Mission Effectiveness.

Mr. Norm Augustine, Chairman, Lockheed Martin Corp., presents the Keynote Speech at the Acquisition Research Symposium.



The results of this research are published by the DSMC Press and distributed electronically on the DSMC Home Page. Listed below are a few of the RCID research programs typically available at DSMC:

- ◆ *The Acquisition Research Symposium.* This is a series of conferences that started in 1972. The College co-hosts this major biennial event, under the sponsorship of the Deputy Under Secretary of Defense (Acquisition Reform). The primary purpose for the Symposium is to develop candid, open discussions among government, industry, and academia regarding major concepts, policy, issues, and procedures of concern to the acquisition community. Secondly, the Symposium provides a dynamic forum for the discussion of recent research efforts and major thrusts (e.g., Acquisition Reform) in the field of acquisition management. Contact Ms. Joan Sable, DSMC Program Chair, at (703) 805-5406 or DSN 655-5406 for more information on this Symposium.
- ◆ *The Military Research Fellowship Program* was chartered by the Under Secretary of Defense (Acquisition) in 1987 to enhance DSMC capabilities. This 11-month program provides professional military education to selected officers and develops new and innovative concepts for systems acquisition management. This joint-fellowship program is a unique opportunity for these selected officers to supplement DSMC research goals and to impact the defense acquisition process. The program begins in August of each year and continues through the end of June of the following year. The first month is spent at DSMC for an orientation to the program as well as the staff and faculty of the College.

The Fellows then participate in an 11-week Program for Management Development at the Harvard University School of Business. Upon completion of the Harvard course, the Fellows report back to DSMC for the final 7 months to complete their research effort.

Excellent research publications result from the efforts of each fellowship group. The 1996-97 Research Fellows project is examining organizational change of the Defense Acquisition System



Left to right: Military Research Fellows CDR Brian Kelmar, USN; LTC Nina Brokaw, USA; and Lt Col Charles Beck, Jr., USAF, prepare the manuscript for their research report.

from a DoD perspective as well as an industry perspective. This research effort is designed to provide information on an organizational change model to guide senior leaders as well as those in the field with the necessary steps to take to make cultural changes work. A final report should be available in October 1997. The next group of Military Research Fellows will report to DSMC on August 4, 1997. For more information on this program, please contact Ms. Joan Sable, Fellowship Program Coordinator, at (703) 805-5406 or DSN 655-5406.

- ◆ *Cadet Summer Research Program.* The Division also sponsors an innovative program that allows Service academy students to intern with acquisition professionals. Program participants are exposed to a variety of acquisition-related tasks and contribute to active DSMC acquisition research projects. These students reside at DSMC during the 6-week program and are assigned to assist a specific DSMC faculty or staff member who acts as their mentor.

This research program, which was initiated in 1994, is made possible through a research extension agreement that RCID established with the Air Force Academy. The Division plans to establish a similar agreement with the U.S. Military Academy. Once these agreements are in place, the program will be expanded to include a student from each academy. If you have any questions concerning this program, please contact Mr. Calvin Brown, Associate Dean for Research, at (703) 805-5404 or DSN 655-5404.



At the Acquisition Research Symposium, left to right: Bill Birkhofer, NCMA ARS Co-Chair; Mary Ann Gilleece, NCMA ARS Program Co-Chair; Steve Conner, Lockheed Martin Corp., Luncheon Speaker; and Cal Brown, DSMC ARS Co-Chair.

CONSULTING SERVICES

The Division's consulting mission is twofold. The first part is to assist senior DoD acquisition executives with exemplary consulting services. The second part is to provide a formal process for developing faculty awareness and competencies relating to acquisition consulting. Consulting services are designed to promote long-range readiness for customer organizations. The DSMC Consulting Team develops skills and abilities throughout the customer base to enable the customers to enhance their own job performance. Typical consulting products include:

- ◆ evaluating organizational effectiveness and preparing a plan of action;
- ◆ providing high-performance leadership and modeling;
- ◆ developing corporate planning methodologies and operations;
- ◆ reengineering organizations through product-line identification and process analysis;
- ◆ conducting transition of command;
- ◆ reviewing program methodologies, strategies, and operations; and

Joan Sable, DSMC Co-Chair of the Acquisition Research Symposium, delivers administrative remarks.



The Honorable John J. Hamre, Deputy Secretary of Defense, speaks at the Acquisition Research Symposium.

- ◆ analyzing and evaluating technical aspects of contract activities for program managers and litigation support organizations.

By providing educational workshops and field experiences for faculty members, the Consulting Team ensures that the DSMC faculty remain well-informed about current acquisition challenges and issue resolution. This information is then integrated into the DSMC curriculum and passed on to the acquisition community by DSMC graduates.

The RCID Consulting Team develops and manages two key programs that serve to improve defense acquisition management through the introduction of computer-aided program management and group technology support tools. The Division's Consulting Programs consist of ongoing or recurring activities that are designed to increase acquisition program management capabilities. These Consulting Programs provide the Consulting Team with the necessary tools to assist DoD acquisition executives. Current RCID Consulting Programs include the following:

- ◆ *Group Deliberation Support.* The Group Deliberation Support effort develops and manages tools and services that provide group process enhancement support to the acquisition community.
- ◆ *Management Deliberation Center (MDC).* A state-of-the-art facility with leading-edge technology, the MDC enhances various methodologies for group deliberation and produces a cohesive group problem-solving, process-improvement environment. The MDC is designed specifically to assist groups in dealing with complex managerial problems. The technology provides computer-based aids for group consensus building and decision



Presenters at the 1997 Acquisition Research Symposium.

making. In addition, the MDC assists groups involved with result-oriented goal identification by helping group members:

- become productive, active participants;
- develop consensus and focus more effectively on important issues;
- reduce time spent in meetings and keep meetings on track;
- document group efforts; and
- improve the quality and efficiency of group efforts through enhanced quality management.

The Division's consulting services also include assisting DoD acquisition executives and managers to locate available experts, professional advice, and other assistance from College-wide assets. In addition, the Division's electronic *ROAR* system helps DSMC customers find similar assets and points of contact on a nationwide basis. Please contact Mr. Daniel Robinson, Associate Dean for Consulting, at (703) 805-5420 or DSN 655-5420, for more information on these consulting services.

Publications of the DSMC Press.



Jeanne Elmore, from the Technology-Based Education Office, works with Jim Dobbins, Associate Dean for Information Dissemination, on the DSMC Home Page.

INFORMATION DISSEMINATION

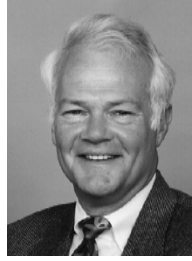
The RCID's information dissemination mission is to initially identify its various customers' expectations and requirements for acquisition information and then to capitalize on emerging technology to meet those needs.

Successfully accomplishing this mission involves continually pulsing the DoD acquisition community to identify evolving information needs and manage projects and processes that result in satisfying those requirements. The Division encourages and materially supports relevant research projects and studies and facilitates the publication of information vital to the acquisition community's interests. The information dissemination function embraces a forward-looking view and meets its objectives by stimulating the College faculty and student body to pursue initiatives, publish ideas, and adopt innovative information dissemination methods. Information is disseminated primarily through the products published by the DSMC Press and through the DSMC Home Page, which is accessible at the following address:

<http://www.dsmc.dsm.mil>

For more information on these efforts, contact Mr. Jim Dobbins, Associate Dean for Information, at (703) 805-5416, DSN 655-5416, or Fax (703) 805-3856.

Faculty Division



Mr. Richard H. Reed
Dean of Faculty



Ms. Molly V. Parker
Associate Dean of Faculty



Mr. John T. "Tim" Shannon
Associate Dean of Faculty

The Faculty Division is made up of a mix of military and civilian acquisition professionals who are experts in one or more of the career fields comprising the defense Acquisition Workforce. All members of the faculty are Level III certified in an acquisition career field, and many are cross-certified in several career fields. The mission of the faculty is to provide world-class education, consulting, and research to the Defense Acquisition Workforce Improvement Act (DAWIA) Workforce as well as to additional acquisition professionals outside DAWIA.

The faculty offer over 30 Defense Acquisition University (DAU) courses spanning all aspects of systems acquisition. Additionally, faculty achieve the College's education mission through curriculum development, course revision, and advising students on a routine basis. Two major thrusts in education are distance learning and continuing education. The faculty are exploring many distance learning techniques so they can more effectively provide education to a greater portion of the workforce. In response to the emerging acquisition education and training policy of providing continuing education to the acquisition community, the members of the faculty are developing a number of instruments designed to fulfill this evolving requirement.

Members of the faculty conduct research in areas related to the acquisition community. Many of the research efforts are published in professional and Service journals and other media. The faculty also initiate research within their individual specialty areas as part of their professional development activities.

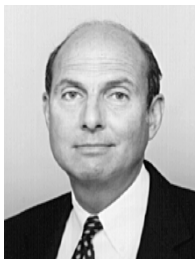
Faculty meet the consulting mission through a limited number of long-term assignments, which are under the auspices of the Research, Consulting, and Information Division. Additionally, faculty provide consulting services through the "Ask a Professor" program. This program allows queries from the field to be answered by the faculty on a near real-time basis. As part of faculty development and to maintain currency, faculty members are in close liaison with military departments, other educational institutions, industry and business organizations, and professional societies.

The profile of a typical DSMC faculty member shows an extensive systems acquisition experience level of 15 years. Engineering, business, and management disciplines constitute the primary areas of academic expertise. Most faculty members have at least one master's degree. Many of the faculty have two degrees, and a number have achieved a doctorate.

The Faculty Division consists of 13 departments and approximately 115 professionals. The following page lists the Departments and the Department Chairs.



Department Chairs



A.



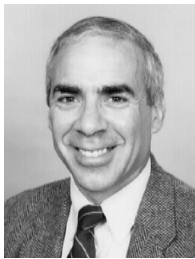
B.



C.



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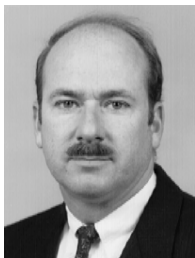
G.



H.



I.



J.



K.



L.



M.

- A. Mr. Charles "Chuck" B. Cochrane
Acquisition Policy Department
- B. Mr. William "Bill" A. Erie
Contractor Finance Department
- C. Mr. Wilson "Chip" Summers IV
Contract Management Department
(Acting)
- D. Mr. Frederick J. Manzer
Cost and Schedule Management
Department
- E. Dr. Anthony "Tony" A. Scafati
Education Department
- F. Mr. J. Gerald "Gerry" Land
Funds Management Department
- G. Lt Col Mark E. Fantasia, USAF
Logistics Support Department
- H. Dr. Donald S. Fujii
Managerial Development Department
- I. Mr. Paul T. McMahon
Principles of Program Management
Department
- J. Mr. William T. Motley
Manufacturing Management
Department
- K. Dr. Robert H. Lightsey
Systems Engineering Department
- L. Mr. George J. Prosnik
Software Management Department
(Acting)
- M. Mr. Paul A. Alfieri
Test and Evaluation Department

Division of College Administration and Services



Charles W. Westrip, Jr.
COL, USA
Dean



Mr. David L. Scibetta
Deputy Dean

The Division of College Administration and Services provides quality logistical, operational, administrative, and informational services to the College. Its responsibilities include general day-to-day business management and functional support operations for the College. Major functions include:

- ◆ financial and manpower planning and management;
- ◆ industrial operations support, including supply and equipment accountability management;
- ◆ procurement and contracting for services and material;
- ◆ civilian and military personnel administration support for students, staff, and faculty;
- ◆ protocol assistance to the Commandant, staff, faculty, and students;
- ◆ desktop publishing, design, and editing of the *Program Manager* magazine, *Acquisition Review Quarterly* journal, various acquisition guidebooks, and marketing brochures; exhibit design; and presentations;
- ◆ information, reference, and learning resource services for students, staff, and faculty;
- ◆ daily operation, upgrade, and long-range planning for all buildings and facilities;
- ◆ audiovisual support, television production and recording, photography, and equipment maintenance in support of the missions and curricula;
- ◆ automation equipment installation and maintenance; and
- ◆ computer operation and management of information processing for both classroom and College administration.

THE RESOURCE MANAGEMENT DEPARTMENT

The Resource Management Department manages the annual College budget and automates the total planning and accounting process on a line-item basis for the budget year. The Department also manages the College Table of Distribution and Allowances for both military and civilian personnel. The Automated Cost Reporting System (ACRS), maintained by the Department, provides a by-hour and by-dollar cost of all College activities.

THE CONTRACT AND LOGISTICS OPERATIONS DEPARTMENT

The Contract and Logistics Operations Department procures all supplies, furnishings, equipment, and contracts for all services, including research studies. Services include equipment rental and maintenance, automated data processing services, facilities repair and upgrade, contract faculty services, and student and faculty field trip travel and accommodations.

THE HUMAN RESOURCES AND ADMINISTRATION DEPARTMENT

Under the management of the Human Resources and Administration Department, a wide range of personnel services are provided to members of the Army, Navy, Air Force, and Marine Corps and to civilian students, faculty, and staff.

PROTOCOL

The Protocol Office provides assistance and advice to the Commandant, staff, faculty, and students regarding protocol matters; plans and coordinates official visits, conferences, symposiums, social functions, and major activities of the College; and coordinates/disseminates pertinent information throughout the College and to the media.

THE VISUAL ARTS AND PRESS DEPARTMENT

The Visual Arts and Press Department edits and designs a variety of publications, including the *DSMC Catalog*, *DSMC Corporate Plan*, special publications, and various other documents and brochures for internal and external use. Currently, over 18,000 copies of DSMC's bimonthly *Program Manager* magazine and nearly 12,000 copies of the Defense Acquisition University's (DAU) *Acquisition Review Quarterly* journal are printed each issue. As of June FY 97, over 16,700 guidebooks were printed; of these, 3,229 represented 3 new guidebook topics. Publications are distributed by DSMC, the Government Printing Office (GPO), and the Defense Technical Information Center. Many are now available on the DSMC Home Page.

The Department also conducts interviews with key Office of the Secretary of Defense (OSD) principals; provides press coverage for acquisition-related OSD conferences, off sites, councils, and symposia; and disseminates policy and Acquisition Reform initiatives generated by OSD's senior leadership. The College's bimonthly magazine, *Program Manager*, and DAU's quarterly journal, *Acquisition Review Quarterly*, are the media by which senior DoD acquisition leaders and policy makers communicate their initiatives and priorities to practitioners, educators, students, and the professional Acquisition Workforce at large.

In addition, the Department provides photographic support; in-house design and production; charts, graphs, visual aids, and certificates; marketing products and exhibits; and engraving and framing for the College and other agencies it supports, including DAU and OSD.



Mr. Xin Qi, People's Republic of China, participates in a demonstration in the Automated Classroom. Left to right: BG Richard A. Black, USA; Mr. Qi (seated); Col Charles W. Westrip, Jr., USA; and Ruben Fonseca-Torres from the Automation Department.

THE DAVID D. ACKER LIBRARY

The David D. Acker Library provides information and reference services to DSMC students, faculty, and staff. The Library maintains an extensive collection of books, newspapers, journals, microfilm, and CD-ROM publications focused on defense systems acquisition management. Online access to other technical information centers is also available. The reading room provides a study area and computers for access to the Internet. Acker Library's online catalog is available on the World Wide Web via the DSMC Home Page at <http://www.library.dsmc.dsm.mil> for readers' access.

THE LEARNING RESOURCE CENTER

The Learning Resource Center provides students, staff, and faculty the opportunity for individual, self-paced training, or refresher work in subjects related to acquisition management and professional development. Tools available include personal computers, video and audio playback machines, and a growing collection of about 4,000 training packages. Search capabilities will soon be on the DSMC Home Page for the latest LRC self-paced training. The Learning Resource Center can be reached on the World Wide Web at <http://www.dsmc.dsm.mil> for more information.

THE FACILITIES MAINTENANCE DEPARTMENT

The Facilities Maintenance Department plans and controls space utilization of facilities on campus and plans facilities expansion and upgrades to meet growing requirements.



THE VIDEO SERVICES AND ELECTRONIC MAINTENANCE DEPARTMENT

The Video Services and Electronic Maintenance Department provides audiovisual support for DSMC staff, faculty, and off-campus customers through several media: production support for guest lecturers, classroom recording, videotape editing and duplication, satellite downlinks, and distance learning. Additionally, the Department's maintenance section performs equipment maintenance and repair, systems design and installation, and responds to daily requests for technical assistance and troubleshooting.

THE AUTOMATION OPERATIONS DEPARTMENT

In support of the College mission, the Automation Operations Department plans, implements, maintains, and manages computer resources and information processing. The Department provides a wide variety of services for both internal and external access to acquisition training information and services.

The Department maintains liaison with military departments; federal agencies; corporations and

associations of the defense industry in general; and also with Fort Belvoir, DAU, and the supporting agencies of the Military District of Washington.

THE OPERATIONS OFFICE

The Operations Office provides a health and fitness center; physical security; support to outside users in utilizing facilities and services; and coordination for special activities for staff, faculty, and students.

THE DEFENSE AUTOMATED PRINTING SERVICE

The Defense Automated Printing Service (DAPS), formerly the DSMC Printing and Duplicating Services Department, still provides on-site printing and duplicating services to DSMC. The DAPS ensures that each final product is complete and in proper sequence, including text, graphics, and diskettes; they folio the camera-ready copy and prepare print specifications before forwarding jobs to the GPO. In addition, they advise and instruct customers on the automation procedures necessary for downloading documents into the digital printing Lionheart System. The DAPS prints virtually all instructional materials and paper copies of visual aids provided to students by the faculty.

The Printing and Duplicating Services Department became the Fort Belvoir Defense Automated Printing Service Plant on February 1, 1997. Still located on the DSMC main campus, the Plant still serves DSMC as well as the Fort Belvoir community.



The mission of the Executive Institute is to provide to the Commandant, Defense Systems Management College, a talented base of senior experienced government and industry executives to serve in a variety of functions, based primarily on their individual backgrounds and organizational affiliations. In general terms, the members (designated as “Chairs” or “Visiting Professors”) provide advice and counsel to the Commandant; serve as advisors/mentors to the faculty, staff, and students; serve as instructors or facilitators for agreed-upon topics; and support or initiate research and consulting efforts, as appropriate. More specific categories and other functions of Executive Institute members are described below.

Army, Navy, and Air Force Chairs

Service Chairs act as senior liaisons between the Commandant and their respective Services. They advise the Commandant and the College on the latest acquisition policies, practices, and trends within the Services, including the planning and implementation of the Defense Acquisition Workforce Improvement Act (DAWIA). They bring a broad range of practical acquisition knowledge and related experience to be used in special tasking by the Commandant or in support of College customers.

Defense Logistics Agency Chair

As the senior liaison between the Commandant and the Defense Logistics Agency (DLA), the DLA Chair advises the Commandant and College on the latest acquisition policies, practices, and support services within DLA, including DLA's implementation of the DAWIA and the Acquisition Reform initiatives of DoD. The DLA Chair brings a broad range of practical experience in the various missions and functions of DLA, which is used in special tasking by the Commandant or in support of College customers.

DARPA Chair

As the senior liaison between the Commandant and the Defense Advanced Research Projects Agency (DARPA), the DARPA Chair advises the Commandant and College on the latest acquisition policies, practices, and support services within DARPA.

Forrestal-Richardson Memorial Industry Chair

The Forrestal-Richardson Memorial Industry Chair provides insight to the Commandant, faculty, and students regarding defense industry motivations, concerns, and attitudes. This Chair brings to the College an informed insight into operations and policies of the defense industry. In addition, the Chair voices industry positions concerning proposed acquisition policy that has a potentially significant impact on defense industry operations and relationships with the DoD.

Visiting Professors

These Executive Institute members provide to the Commandant a body of expertise to investigate areas of concern in acquisition and to recommend policy or process changes.

Executive Institute Members



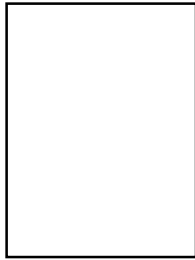
Dr. Thomas J. Pojeta
Army Chair (Acting)



Mr. William Hauenstein
Navy Chair (Acting)



Mr. B. A. "Tony" Kausal
Air Force Chair



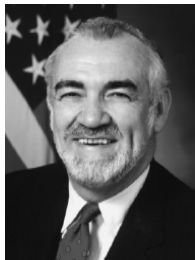
Vacant
Defense Logistics Agency
Chair



Mr. Ron H. Register
DARPA Chair



Mr. George K. Krikorian
Forrestal-Richardson
Memorial Industry Chair



Honorable
Gilbert F. Decker
Visiting Professor



Mr. Thomas J. Dolan, Jr.
Visiting Professor



Honorable
J. Ronald Fox
Visiting Professor



Honorable
Walter B. LaBerge
Visiting Professor



Honorable
John J. Welch, Jr.
Visiting Professor



Dr. Eugene A. Silva
Visiting Professor

DSMC supports the warfighter with faster, cheaper, and better weapons systems through education of the Acquisition Workforce.

GENERAL INFORMATION

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Student Information

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The College attempts to achieve a Joint-Service balance within each DoD-sponsored course. Defense industry, other federal agency, and allied nation participants of equivalent grade and/or position are invited to attend our courses on a space-available basis.

REPORTING AND REGISTERING

Initially, the College mails an information packet to each student accepted for admission. The packet contains specific reporting and registration instructions and other information necessary to ease the student's transition into the academic environment.

TRANSPORTATION

Commercial airlines serve Washington, DC, through Washington National Airport, a 30-minute drive from Fort Belvoir; Dulles International Airport, in the Virginia countryside, a 45-minute drive; and Baltimore-Washington International Airport, halfway between Washington, DC, and Baltimore, MD. Fort Belvoir can be reached from the north and south by main highways, Interstate 95, and U.S. Route 1. Fort Belvoir has no on-Post transportation. For their traveling convenience, students may wish to bring their own personal transportation or arrange for a rental car. However, DSMC does not pay for rental cars; these costs must be borne by the student's Service Acquisition Career Management Office, or parent organization.



TRAVEL, PER DIEM, AND REIMBURSEMENT

Each student's Service Acquisition Career Management Office or parent organization funds the cost of travel including local expenses, per diem expenses, rental cars, and other entitlements. All students should visit their local finance and accounting office for a determination of the amount of travel and per diem they will receive and the method of accounting for expenses. Students should address any questions about entitlements to their local finance and accounting office. It is very important that students arrive with a government credit card to pay for all legitimate travel-related expenses or, if needed, draw cash advances in lieu of receiving advance per diem payments. The College cannot process travel claims or provide advance per diem payments. In the event questions surface concerning use of the government credit card, students should arrive knowing the name and telephone number of the government credit card program coordinator for their Service or organization.

VEHICLE REGISTRATION

Fort Belvoir is an open Post, and Post vehicle registration is not required. However, for easier access to Fort Belvoir during evening hours, we recommend temporary registration for individuals attending courses 2 weeks or longer.

HOUSING

Government-furnished housing for DSMC students is frequently available. The per-day cost for Visiting Officers Quarters (VOQ) billeting, which is fully reimbursed through per diem payments, is \$34 to \$43.50 for single occupancy, \$39 to \$48.50 for double occupancy, and \$42 to \$51.50 for occupancy of three or more.



A room in the Visiting Officers Quarters.

Spouses may stay with students at the additional rate of \$5 per day (not reimbursable through per diem payments). Family arrangements or special considerations should be addressed to the VOQ Manager. Students attending the Advanced Program Management Course will be provided detailed housing information in either their notification packets from the DSMC Registrar's Office or from their Defense Acquisition Career Management Office. Military or government civilian students attending all other courses in a temporary duty (TDY) status must contact the VOQ at (703) 805-2333, DSN 655-2333, toll free at 1-800-295-9750, or by FAX at (703) 805-3566 or DSN 655-3566 within 60 days of the class start date to determine if quarters are available. If the VOQ representatives indicate that quarters are available, students (except Army military and civilians) will be given a confirmation number; they do not need to reconfirm availability.

If the VOQ indicates that quarters are not available, students must obtain a "nonavailability" confirmation number from the VOQ and ensure that this confirmation number appears on their TDY orders. This is very important as it will serve as the student's Statement of Nonavailability. If the VOQ representative advises of quarters nonavailability, Army military and civilian students must then contact the Lodging

Success Program Office (LSPO) in the National Capital Region at 1-800-462-7691 to determine if contract housing is available. The LSPO, not the VOQ, will issue their nonavailability confirmation number if contract housing is not available.

Industry students are not entitled to stay in the VOQ. A list of area motels or short-term leased apartments will be provided to all out-of-town students in their acceptance packages.

MEALS

There are many Post dining facilities. These include the Fort Belvoir Officers Club and Community Club, a cafeteria on campus (serving breakfast and lunch), and other Post cafeterias and snack bars. Government personnel receive \$38 per day for messing. Statements of Nonavailability for messing will be issued prior to the last day of class. Although some pots and pans are provided, students staying several weeks or more in the VOQ may want to bring their own kitchen items with them for food preparation.

ATTIRE

Students attending the Advanced Program Management Course will be provided detailed attire information in their notification packets. On the first day of classes and infrequently, as designated by course directors, military students are asked to wear their seasonal uniforms. Concurrently, on uniform days, civilian students are asked to wear a coat and tie or the equivalent for women. Appropriate civilian casual business attire is authorized by the Commandant at all other times. Blue jeans, shorts, sneakers, tennis shoes, sandals, or other casual clothing are not appropriate attire. Further information will be provided on the first day of class. Weather extremes in the metropolitan area include heavy snow and 0 °F temperatures in winter and humid summers near 100 °F.

ATTENDANCE POLICY

Students attending the Advanced Program Management Course will be provided detailed attendance policy information in their notification packets. For students attending all other courses, the policy requires attendance at all scheduled classes. If a valid need (e.g., sickness or automobile problems) occurs, students may, with the Course Director's approval, be granted up to 2 hours per course week of excused absence. An early plane reservation is not a valid excuse to leave early on the last day of class. Students are asked to clear their work schedules prior to arrival at DSMC as the rigorous daily schedules do not permit time for meetings, appointments, or extensive telephone calls during the class day. Students who exceed the absentee standard will not receive a graduation diploma. Remediation to make up any missed instruction is at the discretion of the Course Director.

ATHLETICS

The College encourages student participation in athletic activities as time and schedules permit. The DSMC has excellent in-house facilities and equipment for exercise at the Wellness Center. Individuals

and teams representing students, faculty, and staff enjoy golf, tennis, softball, swimming, bowling, basketball, racquetball, and jogging.

ACTIVITIES

The College promotes out-of-class activities to complement the formal academic process. For students of the Advanced Program Management Course, the College plans a variety of events that foster student, faculty, and staff participation and camaraderie. This creates the environment for personal growth and achievement that should be the hallmark of any educational system.

HANDICAPPED ACCOMMODATIONS

Students with disabilities who are scheduled to attend DSMC courses should notify their local training office and the DSMC Office of the Registrar as soon as possible prior to class start date to ensure that we make the appropriate accommodations.

CANCELLATIONS

If a prospective student's circumstances dictate canceling course attendance after receiving notification of acceptance, we encourage students to notify their Service point of contact through their local training office. Students should also report cancellations occurring within 5 working days of the class start date to the Office of the Registrar. This will afford a student substitute the opportunity to receive the educational experience offered by DSMC.

Sources of DSMC Students

As a Joint-Service, DoD institution, the DSMC tailors its academic program to the needs of current or future military acquisition managers. At the same time, the College's emphasis on the concept of program management provides a unique educational opportunity for

managers from other federal agencies; defense industry; and, in some cases, from allied nations. We encourage non-DoD personnel and industry to attend; availability of class space varies from course to course. The following list shows the diversity of the DSMC student body:

COMPANIES

AAI Corp.
Advanced Technology, Inc.
Aerojet General Corp.
The Aerospace Corp.
Alliant Techsystems, Inc.
Allied-Signal Aerospace Co.
ARINC Research Corp.
Arthur D. Little
AT&T Technologies
Bath Iron Works Corp.
BDM International, Inc.
Battle Memorial Institute
The Boeing Co.
Booze, Allen & Hamilton
Charles Stark Draper Laboratory, Inc.
Chrysler Technologies Corp.
Computer Devices International
Computer Sciences Corp.
Cubic Corp.
Cutler Hammer
Dynamics Research Corp.
Eastman Kodak
Eaton Corp.
EG&G, Inc.
E-Systems, Inc.
Garrett Corp.
GDE Systems, Inc.
General Dynamics Corp.
General Electric Co.

Giordano Assoc.
GTE Government Systems
Harris Corp.
Hercules Aerospace
Honeywell, Inc.
Hughes Aircraft Co.
IBM Corp.
ITT Avionics
KPMG Peat Marwick
Lockheed Martin Corp.
Loral Corp.
Magnavox
McDonnell Douglas Corp.
Mitre Corp.
Motorola, Inc.
Newport News Shipbuilding
Northrop-Grumman Corp.
Olin Corp.
Planning Research Corp.
Pratt & Whitney
Raytheon Co.
RCA
Robbins-Gioia, Inc.
Rockwell International Corp.
Science Applications International Corp.
Sikorsky Aircraft
Soft Tech, Inc.
Techmatics, Inc.
Technology Applications
Teledyne Brown Engineering

Texas Instruments, Inc.
Textron, Inc.
Thiokol Corp.
Tracor Aerospace
TRW, Inc.
UNISYS Corp.
United Defense LP
United Technologies
Vitro Corp.
Vought Corp.
Vredenburg
Westinghouse Corp.
Xerox Corp.

GOVERNMENT AGENCIES

(IN ADDITION TO MILITARY DEPARTMENTS)
Central Intelligence Agency
Defense Commissary Agency
Defense Communications Agency
Defense Information Systems Agency
Defense Intelligence Agency
Defense Logistics Agency
Defense Special Weapons Agency
Department of Energy
Department of Transportation
DoD Inspector General
Federal Aviation Administration

General Accounting Office
Goddard Space Flight Center
National Aeronautics and Space Administration
National Imagery and Mapping Agency
National Security Agency
Office of the Secretary of Defense
On-site Inspection Agency
U.S. Special Operations Command

FOREIGN NATIONS

Australia
Belgium
Canada
Egypt
France
Germany
Holland
Japan
The Netherlands
Norway
Pakistan
Republic of South Korea
Saudi Arabia
Scotland
Spain
Sweden
Switzerland
Turkey
The United Kingdom

Alumni Association

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More than 60 DSMC graduates, representing virtually every Program Management Course, met at the College in October 1983 and established a DSMC Alumni Association. Brigadier General Benjamin J. Pellegrini, USA, Commandant, welcomed the group and expressed the support of DSMC management.

Today, with a membership of over 2,000, the Association serves as a forum for continuing professional growth of the defense acquisition management community and provides a source of acquisition management expertise to the College.

The Alumni Association, in conjunction with DSMC faculty and staff, conducts a symposium annually, usually in the spring or summer. Generally, each symposium features discussions of changes in the DoD acquisition process and its management and of major changes and events at the College. This 3-day event also includes presentations by Executive Office and congressional leaders, senior DoD and industry officials, panels, and workshops. Themes of past symposiums include: "Shortening the Acquisition Cycle"; "The Program Manager Controlling the Controllables"; "Procurement Reform: What Has Happened and What's Ahead?"; "Government/Industry Relationships: Teaming for Success"; "Learning from Successful Programs"; "Maintaining Acquisition Excellence with Declining Resources"; "Understanding Acquisition Reform"; and "Implementing Acquisition Reform." Symposiums provide an opportunity for graduates and faculty to renew acquaintances and update program management and acquisition management skills.

The College encourages DSMC graduates to join and become active in the Association. Membership is open to graduates of the Program Management Course, Advanced Program Management Course,

graduates of one or more short courses, and to individuals who are in, or have previously served in, key defense acquisition management and program management positions. Present and past faculty and professional staff members assigned to DSMC for at least 24 months can also join. Persons who have made outstanding contributions in the area of defense acquisition management or to the DSMC may be elected honorary members.

In 1993, the Alumni Association established the David D. Acker "Skill in Communication Award" to be given to outstanding individuals in recognition of their exceptional speaking, writing, or teaching skills.

The Association also publishes a quarterly newsletter informing membership of happenings in the defense systems acquisition management field, special events of interest to members, and planned member activities.

The Alumni Association is growing—and so are services to our members. If you are interested in Association membership or if you would like to serve in any capacity, you may access the Association easily through our toll-free line or via the Internet as shown below.

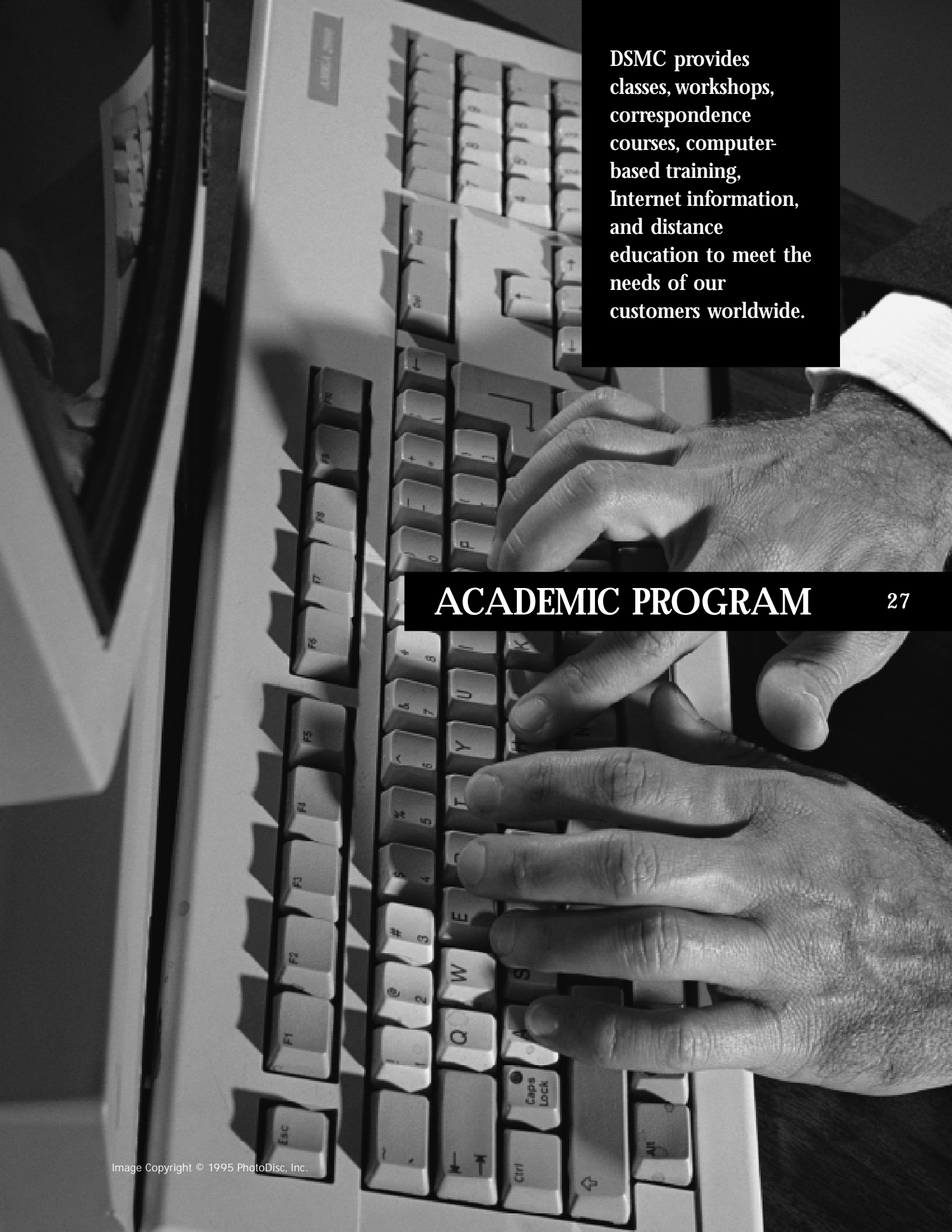
Your Alumni Association ... Working Together to Make a Difference!

For further information contact:

DSMC Alumni Association
7205 Burtonwood Drive
Alexandria, VA 22307
Telephone: 703-765-4725/800-755-8805
Fax 703-765-5162
Home Page: <http://www.dsmcaa.org/dsmcaa>
E-Mail: dsmcaa@cais.com



Mr. Frank Varacalli
President, Alumni
Association



DSMC provides
classes, workshops,
correspondence
courses, computer-
based training,
Internet information,
and distance
education to meet the
needs of our
customers worldwide.

ACADEMIC PROGRAM

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Course Categories

The environment of defense systems acquisition is an ever-changing mosaic of requirements, budgetary constraints, technological capabilities, and political/strategic considerations. Preparing a manager to work effectively within this environment requires a dynamic educational program that blends abstract concepts with real-world experience. The courses offered by DSMC are designed to respond to this need. They are intended to introduce students to the world of systems acquisition and prepare them to function as productive Acquisition Workforce professionals. The content of each course and subcourse is continuously monitored and altered, when necessary, to reflect changing real-world conditions. Additionally, new short courses are developed in answer to needs of a specific management group or in response to requests of other government agencies.

Courses are conducted by civilian and military faculty, whose efforts are complemented by guest lecturers from government, industry, and academic communities. The College nonattribution policy is designed to encourage guest lecturers to take part in open, candid discussions with students. Such interaction enhances the real-world flavor of the DSMC experience.

GENERAL COURSE CATEGORIES

MANDATORY COURSES

The Defense Acquisition University (DAU) has designated certain courses as Mandatory. They meet all or part of the training requirements for certification in various career fields within each Service's Acquisition Corps at Levels I, II, or III. Primary authority for these courses is the Defense Acquisition Workforce Improvement Act, implemented by DoDD 5000.52 and DoD 5000.52-M. The University's annual Catalog lists detailed Mandatory requirements for certification in all career fields. The table on pages viii–ix lists DSMC courses that satisfy Mandatory or desired training requirements for certification at various levels of 11 acquisition career fields. The Director, Acquisition Career Management (DACM), for each Service and the DACM for each Defense agency manage attendance at these courses. Normally, the DACMs give priority to Acquisition Workforce members who are pursuing certification in an acquisition career field. It is also recommended that students meet appropriate certification-level requirements. For example, attendance at a Level III course presumes the student meets all requirements for, and is certified at, Level II in that career field. Working with the Service

DACMs, DAU funds Temporary Duty (TDY) expenses for students attending these courses.

ASSIGNMENT-SPECIFIC COURSES

The College introduced this new category of courses in FY 95. These courses are required to achieve qualification for specific assignments or billets rather than for certification at a level in a specific career field. During FY 98, DSMC will offer 12 Assignment-specific courses. Of the 12 courses, 3 involve the international acquisition arena, while the remaining 9 also have concurrent Mandatory status in established career fields. The DAU Catalog contains further details on Assignment-specific courses. In addition, your Service or agency DACM can confirm if your position justifies this type of training. Should your Service or agency DACM validate the requirement for your attendance at an Assignment-specific course, DAU, working through your Service or agency DACM, will fund TDY expenses.

CONTINUING EDUCATION COURSES

Continuing Education Courses are offered by DSMC to: (1) provide post-Level III training to the Acquisition Workforce or (2) provide acquisition training to senior managers who are not members of the Acquisition Workforce but have major peripheral responsibilities or interface with the defense acquisition system. Currently, DSMC has three Continuing Education Courses. Each student's parent command funds TDY expenses for attending these courses.

The following pages list courses offered by the College. For more specific information about courses and schedules, call the Registrar: (703) 805-2227/3704/2146/2149/2850, DSN 655-2227/3704/2146/2149/2850, or dial (toll-free) 1-888-284-4906. The Registrar can also be contacted via the Internet at registrar@dsmc.dsm.mil for more information.

DSMC Class Schedule

This year the Class Schedule is being provided on the DSMC Home Page rather than in the Catalog. You can access the DSMC Home Page at the following address:

<http://www.dsmc.dsm.mil>

Course Dates Are Subject To Change...

Please check with the College Registrar at the following phone numbers:

Commercial ... (703) 805-2521/2227/3704/
2146/2149/3556/2850
Toll Free 1-888-284-4906
DSN 655-2521/2227/3704/
2146/2149/3556/2850

You can also reach the Registrar on the Internet at the following address:

registrar@dsmc.dsm.mil

Application Procedures

	If You Are	And Want to Attend	Contact	Phone/Fax/Internet
ARMY	Army General Officer or Senior Executive Service	Any course offered by DSMC	MAJ Robert Manning OCSA, General Officer Management Office The Pentagon, Room 2E749 Washington, DC 20310-0200	DSN 227-7029 Comm 703-697-7029 Fax 703-614-4256 manning@us.army.mil
	Army Military	Advanced Program Management Course (PMT 302)	Mr. Rick Yager PERSCOM (TAPC-OPB-E) Hoffman II, Room 7S33 200 Stovall Street Alexandria, VA 22332-0411	DSN 221-3127 Comm 703-325-3127 Fax 703-325-8111 yagerr@hoffman-emh1.army.mil
	Army Civilian	Advanced Program Management Course (PMT 302)	Mr. Jim Welsh HQDA (SARD-ZAC) 9900 Belvoir Road Suite 101, Building 201 Fort Belvoir, VA 22060-5567	DSN 655-1046 Comm 703-805-1046 Fax 703-805-4163 welshj@aim.belvoir.army.mil
	Army Military	Executive Program Managers Course (PMT 303) Program Managers Skills Course (PMT 305)	LTC Carl Gayles PERSCOM (TAPC-OPC) Hoffman II, Room 6N59 200 Stovall Street Alexandria, VA 22332-0411	DSN 221-3090 Comm 703-325-3090 Fax 703-325-2783 gaylesc@hoffman-emh1.army.mil
	Army Civilian	Executive Program Managers Course (PMT 303) Program Managers Skills Course (PMT 305)	Mr. Randy Williams HQDA (SARD-ZAC) 9900 Belvoir Road Suite 101, Building 201 Fort Belvoir, VA 22060-5567	DSN 655-1050 Comm 703-805-1050 Fax 703-805-4163 willir@aim.belvoir.army.mil
	Army Civilian or Military	Any other DAU or continuing education course offered by DSMC not specifically listed above	Mr. Randy Williams HQDA (SARD-ZAC) 9900 Belvoir Road Suite 101, Building 201 Fort Belvoir, VA 22060-5567	DSN 655-1050 Comm 703-805-1050 Fax 703-805-4163 willir@aim.belvoir.army.mil
NAVY	Navy Military or Civilian	Executive Program Managers Course (PMT 303)	Ms. Ish Hoffman Office of the Director Acquisition Department Career Management (ASN[RDA]) 2211 South Clark Place Arlington, VA 22244-5104	DSN 332-9945 Comm 703-602-9945 Fax 703-602-8725 hoffman.martha@hq.navy.mil
	Navy Military or Civilian	Advanced Program Management Course (PMT 302) All other DAU courses offered by DSMC not listed above	Mr. Dan Diviney Naval Center for Acquisition Training (NCAT) Career Management Site 5450 Carlisle Pike PO Box 2033 Mechanicsburg, PA 17055-0784	DSN 430-6485 Comm 717-790-6485 Fax 717-790-4675 dan_diviney@fmso.navy.mil
	Navy Military or Civilian	Any continuing education course offered by DSMC	Mr. Russell DeRose Navy Sea Systems Command ATTN: Human Resources Center Code 03D, CM #2, Room 509 2531 Jefferson Davis Highway Arlington, VA 22242-5161	DSN 327-1680/1681 Comm 703-607-1680/1681 Fax 703-607-2810 derose_russell@hq.navsea.navy.mil
MARINES	Marine Military or Civilian	Executive Program Managers Course (PMT 303)	Ms. Ish Hoffman Office of the Director Acquisition Department Career Management (ASN[RDA]) 2211 South Clark Place Arlington, VA 22244-5104	DSN 332-9945 Comm 703-602-9945 Fax 703-602-8725 hoffman.martha@hq.navy.mil
	Marine Military or Civilian	Any DAU course or continuing education course offered by DSMC not listed above	Ms. Jill Lawson ATTN: Acquisition Workforce Mgmt. Directorate/Code AP Quantico, VA 22134-5010	DSN 278-4261/4456 Comm 703-784-4261/4456 Fax 703-784-4397 lawsonj@mqg-smtp3.usmc.mil

NOTE: Anyone who desires to take a course offered by DSMC should first contact their local training office for detailed Service/Component/organization procedures on how to apply for our courses. The Service/Component-level points of contact listed can advise on specific application procedures.

	If You Are	And Want to Attend	Contact	Phone/Fax/Internet
AIR FORCE	Air Force General Officer	Any course offered by DSMC	Capt Rick LoCastro AFGOMO, Room 4E212 1040 Air Force Pentagon Washington, DC 20330-1040	DSN 224-4676 Comm 703-614-4676 Fax 703-697-5292 rick.locastro@dp.hq.af.mil
	Air Force Senior Executive Service	Any course offered by DSMC	Ms. Maryann Jacob AFDPS, Room 4D229 1040 Air Force Pentagon Washington, DC 20330-1040	DSN 224-9106 Comm 703-695-9106 Fax 703-614-0308 maryann.jacob@dp.hq.af.mil
	Air Force Military or Civilian	Advanced Program Management Course (PMT 302)	MAJ Robert DeSilva SAF/AQXDP, Room 4E349 1060 Air Force Pentagon Washington, DC 20330-1060	DSN 224-9446 Comm 703-614-9446 Fax 703-697-3881 desilvar@aqp.hq.af.mil
	Air Force Military or Civilian	Executive Program Managers Course (PMT 303) Program Managers Skills Course (PMT 305)	Capt David Beckwith SAF/AQXD, Room 4E349 1060 Air Force Pentagon Washington, DC 20330-1060	DSN 224-9446 Comm 703-614-9446 Fax 703-697-3881 beckwid@aqp.hq.af.mil
	Air Force Military or Civilian	Any other DAU course offered by DSMC	Mr. Matthew Benavides AFPC/DPKZ 555 E Street West, Suite 1 Randolph AFB, TX 78150-4530	DSN 487-6580 Comm 210-652-6580 Fax 210-652-6560 benavidm@hqafpc.af.mil
	Air Force Military or Civilian	Any continuing education course offered by DSMC	Mr. David Winter 2nd Air Force/DOPN Suite 102 721 Hangar Road Keesler AFB, MS 39534-2804	DSN 597-1329 Comm 601-377-1329 Fax 601-377-8465 winterd@keegate1.kee.aetcf.af.mil
COAST GUARD	Civilian or Military	Any DSMC course	CWO Charles Harper Commandant (ARM-1) US Coast Guard 2100 SW Second Street Washington, DC 20593	DSN not available Comm 202-267-0759 Fax 202-267-4279 Internet not available
DoD	DoD Components Civilian (Military contact Service POCs listed above)	Any DAU course offered by DSMC	Ms. Cindy Skulskie Office of Director of Acquisition Career Management OUSD(A&T) Crystal Square #3, Suite 100 1735 Jefferson Davis Highway Arlington, VA 22202-3401	DSN 332-9160 Comm 703-602-9160 Fax 703-602-9161 cskulskie@doddacm.com
	DoD Components Civilian or Military	Any continuing education course offered by DSMC	Office of Registrar Defense Systems Management College 9820 Belvoir Road, Suite G38 Fort Belvoir, VA 22060-5565	Toll Free 1-888-284-4906 DSN 655-2227/2149/3704/2805/3556 COMM 703-805-2227/2149/3704/2805/3556 Fax 703-805-3709 vinesd@dsmc.dsm.mil
ALLIED	Allied	Any course offered by DSMC	Ms. Arlene Anderson Security Assistance Training Field Activity (SATFA) ATFA-PO Fort Monroe, VA 23651	DSN 680-3255 Comm 757-727-3255 Fax 757-727-4142 andersona@emh5.monroe.army.mil
INDUSTRY/ OTHER	Defense Industry (Members of Council of Defense and Space Industry Associations)	Any course offered by DSMC	Mrs. Ruth Franklin Council of Defense and Space Industry Associations 1250 Eye Street, NW, Suite 1200 Washington, DC 20005	Comm 202-371-8414 Fax 202-371-8470 franklin@aia-aerospace.org
	Other Industry or Organizations not listed above	Any course offered by DSMC	Office of the Registrar Defense Systems Management College 9820 Belvoir Road, Suite G38 Fort Belvoir, VA 22060-5565	Toll Free 1-888-284-4906 DSN 655-2227/2149/3704/2805/3556 COMM 703-805-2227/2149/3704/2805/3556 Fax 703-805-3709 vinesd@dsmc.dsm.mil

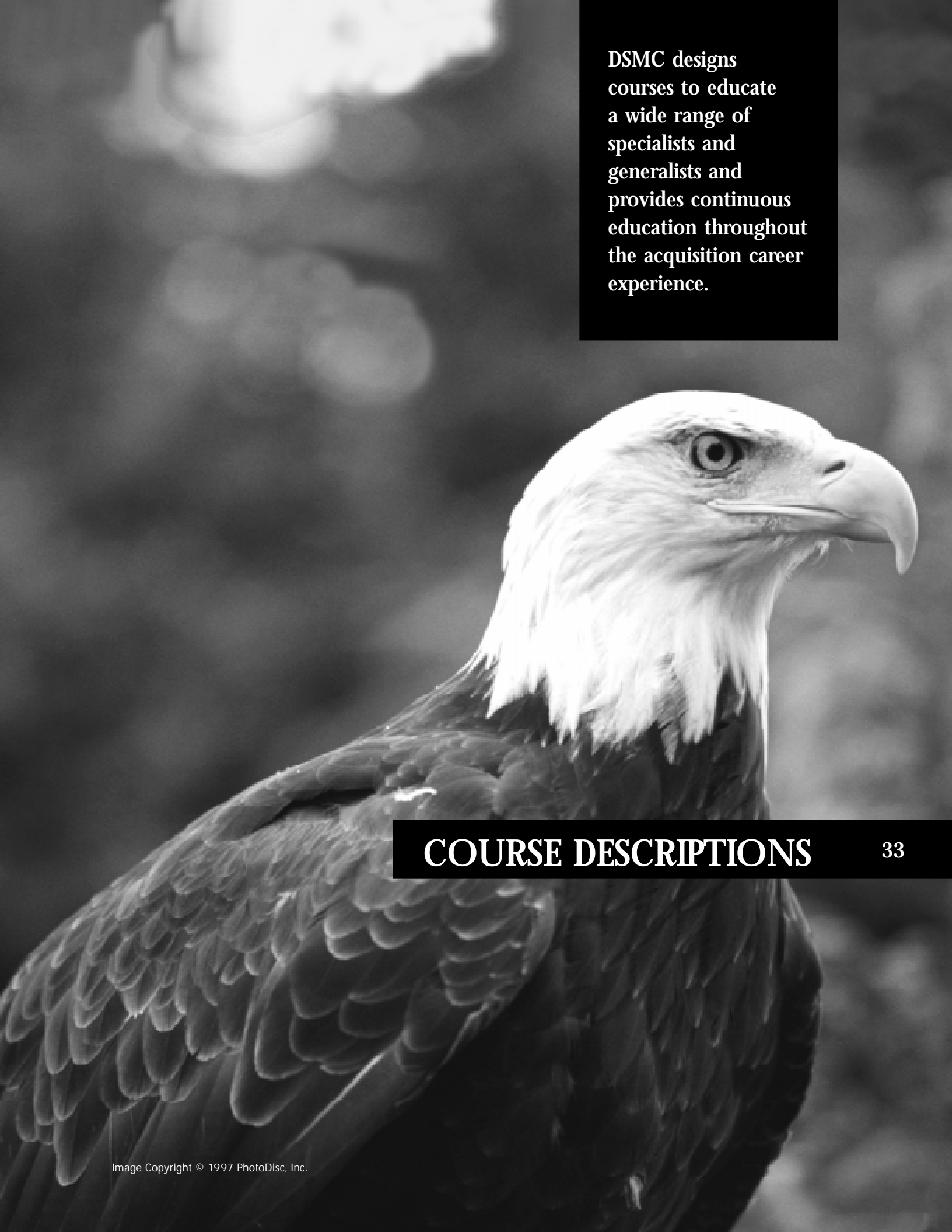
Acquisition Career Development Program — DoD 5000.52-M

In response to the Defense Acquisition Workforce Improvement Act (DAWIA), the Under Secretary of Defense (Acquisition and Technology) published DoDD 5000.52 (25 Oct 91) and DoD 5000.52-M (22 Nov 95) to establish career development procedures for the DoD Acquisition Corps. The DoD 5000.52-M defines acquisition position certification requirements including matrices with standards for training, education, and experience for each of the 3 levels of the 11 acquisition career fields. It provides guidance for authorization of waivers allowed by statute and for implementation of DoD issuances. It also describes career paths within the Acquisition Corps.

In addition, DSMC offers additional DSMC-specific courses and workshops designed to meet the full spectrum of needs across our Acquisition Workforce. They carry only the DSMC course identifier.

The table on pages viii–ix lists the courses DSMC offers and identifies which are Mandatory and desired for acquisition career field certification and which are DSMC-specific. A description of all the courses offered at DSMC begins on page 34.

The DSMC is part of a consortium of DoD acquisition schools that make up the Defense Acquisition University (DAU). Primarily, DAU focuses on coordinating and directing the development of courses offered. These courses are designed to meet education certification requirements for the acquisition career fields. In FY 98, DSMC offers 29 courses that satisfy Mandatory or desired training requirements for certification at various levels for 8 of the 11 acquisition career fields. These courses are easily recognized, as they carry both DSMC and DAU course identifiers. For these courses, priority will be given to Acquisition Workforce members who are pursuing certification and meet the course prerequisites.



DSMC designs
courses to educate
a wide range of
specialists and
generalists and
provides continuous
education throughout
the acquisition career
experience.

COURSE DESCRIPTIONS

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ACQ 101

ACQUISITION MANAGEMENT CORE COURSE

FUNDAMENTALS OF SYSTEMS ACQUISITION MANAGEMENT COURSE

This 8-day Fundamentals of Systems Acquisition Management Course (FSAMC) provides a broad overview of the DoD systems acquisition process, including the basics of system acquisition program management and the developmental life cycle of a system from inception to disposal. Using examples and case studies from DoD acquisition organizations, DoD resource allocation processes, contemporary issues in acquisition, and details of the phases of system development, ACQ 101 covers and integrates system concept exploration, development, production, and fielding and deployment. Discussions are conducted on requirements generation, the DoD 5000 Series, procedures, documentation, and current issues.

Designed for individuals who have little or no experience in DoD acquisition management, this course concludes with an acquisition strategy workshop that integrates all the course material. ACQ 101 has proven very useful to personnel in headquarters, program management, functional or support offices, and industry partners.

Upon course completion, students are able to explain defense systems acquisition management's fundamental bases and precepts; its diverse, interrelated, and changing nature in different disciplines; and its regulations and governing structures.

COURSE ELIGIBILITY

The ACQ 101 is open to military officers, O-1 through O-3; DoD civilians, GS-5 through GS-9; and industry equivalents. Government contractors and non-DoD government employees are highly encouraged to attend.

This is a Mandatory course for Level I certification in most career fields (DoD 5000.52-M).

MAJ (SEL) DENNIS B. WILDER, JR., USAF, COURSE DIRECTOR

ACQ 201

ACQUISITION MANAGEMENT CORE COURSE

INTERMEDIATE SYSTEMS ACQUISITION COURSE

A comprehensive and integrated view of the DoD systems acquisition management, technical, and business processes is provided to functional career-path journeymen students of the Defense Acquisition Workforce Improvement Act (DAWIA) during the 19-day Intermediate Systems Acquisition Course (ISAC). Students become acquainted with the specialized terminology, concerns, policies, and roles of the primary acquisition participants; and they develop into practitioners who are better prepared to cooperate in a multifunctional, synergistic environment. Participants are ready to accept the empowerment necessary to implement the concepts of integrated product and process development while working in program-integrated product teams.

COURSE ELIGIBILITY

The target student is a Level I certified acquisition management journeyman who has significant experience in a particular career field. The notional target student has 2–4 years of experience. Course attendees are civilians, GS-9 and above; military officers, O-3 and above; and industry equivalents from all of the DAWIA career paths except auditing. Successful completion of ACQ 101 is Mandatory prior to attending ACQ 201.

EQUIVALENCY EXAMINATION

Equivalency examinations for ACQ 201 will be offered by DSMC in FY 98. Applicants for the equivalency exam must satisfy all DoD 5000.52-M Level II requirements for their career field excluding the ACQ 201 training. Contact your local training office or Service Director of the Acquisition Career Management Office for ACQ 201 equivalency examination dates, locations, and application information.

This is a Mandatory course for Level II certification in most acquisition career fields (DoD 5000.52-M).

MS. ANDREA M. GARCIA, COURSE DIRECTOR (ACTING)

BCF 102*

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT

FUNDAMENTALS OF EARNED VALUE MANAGEMENT COURSE

Earned Value Management (EVM) applies selected management practices, emphasizing objective measurement of work accomplishment (i.e., "earned value") for evaluating progress toward delivery of an agreed-to product or service. The 8-day Fundamentals of Earned Value Management Course (FEVMC) introduces students to the tasks associated with EVM and develops, through exercises and case studies, EVM-unique knowledge, skills, and task performance abilities for application in the workplace. The BCF 102 prepares them for participation in government program management office activities and specifically addresses DoD requirements such as Cost/Schedule Control Systems Criteria and the Cost/Schedule Status Report.

COURSE ELIGIBILITY

The BCF 102 is open to military officers and DoD civilians, GS-9 and above, who are working in, or selected for, positions requiring knowledge or use of EVM.

INDIVIDUAL, SELF-PACED CD-ROM COURSE OPTION

This course will require approximately 35–80 hours for completion. However, the DSMC does allow 1 year to complete all course requirements successfully. Students will extensively use CD-ROM multimedia instructional materials and practical workbook exercises. They will assess sample instruments used to evaluate contractor management control systems for compliance to the C/SCSC and analyze performance data to measure trends.

*BCF 102 was formerly entitled BFM 102, Contract Performance Management Fundamentals Course (CPMFC).

This course may be selected as one of the Mandatory courses for Level I certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

LT COL DAVE MELTON, USAF, COURSE DIRECTOR

BCF 103*

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT

FUNDAMENTALS OF BUSINESS FINANCIAL MANAGEMENT COURSE

The Fundamentals of Business Financial Management Course (FBFMC) develops skills necessary for formulating and executing a program office budget. This 1-week course addresses specific topics including cost analysis; funding policies; budget concepts; the DoD planning, programming, and budgeting system; the congressional authorization and appropriation process; and the budget execution process.

Through lectures, case studies, and student-led discussions, students learn techniques used by program and business financial managers to identify, evaluate, and resolve budget-related tasks, problems, and issues; and they learn the roles of DoD offices, the Office of Management and Budget, and the Congress.

COURSE ELIGIBILITY

This course is open to military officers and enlisted personnel and DoD civilians, grade GS-5 and above, working in, or selected for, positions requiring knowledge or use of funds management principles. Equivalent industry personnel are encouraged to attend. The course prerequisite is the Fundamentals of Systems Acquisition Management Course (ACQ 101) or its equivalent.

*BCF 103 was formerly entitled BFM 201, Systems Acquisition Funds Management Course (SAFMC).

This is a Mandatory course for Level I certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

CDR ELLEN ROSENTHAL, USN, COURSE DIRECTOR

BCF 203*

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT

INTERMEDIATE EARNED VALUE MANAGEMENT COURSE

The 10-day Intermediate Earned Value Management Course (IEVMC) immerses students in IEVM through a multimedia simulation of a typical program. Students synthesize the relationship between EVM and the defense acquisition management process; prepare EVM requirements to include in the Request for Proposal; evaluate a contractor's management system against the 32 EVM criteria; and synthesize the planning, organizing, execution, and follow-up of an Integrated Baseline Review. They also identify the surveillance processes, procedures, and working relationships of the various stakeholders; use EVM techniques and automated tools to combine and analyze information from the Cost Performance Report (CPR) and critical path scheduling tools; and use CPR data to assess and report a contractor's cost and schedule performance.

The BCF 203 examines various organizations such as the program office, Defense Contract Management Command, Defense Contract Audit Agency, buying commands, resource management organizations, and the Office of the Secretary of Defense.

COURSE ELIGIBILITY

This course is open to military officers, O-3 and above; DoD civilians, GS-9 and above; and equivalent industry personnel working in, or selected for, positions requiring knowledge of EVM (formerly cost/schedule control) principles. Course prerequisites are ACQ 201 and BCF 102. Familiarity with Microsoft Windows software is recommended. A self-assessment is available from the course director prior to attending.

*BCF 203 was formerly entitled BFM 203, Intermediate Contractor Performance Management Course (ICPMC).

This course may be selected as one of the Mandatory courses for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Ms. MELISSA BOORD, COURSE DIRECTOR

BCF 205*

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT

CONTRACTOR FINANCE FOR ACQUISITION MANAGERS COURSE

Designed for government personnel who deal directly with contractors or contractor information/data, the 1-week Contractor Finance for Acquisition Managers Course (CFAMC) provides students with a better understanding of their contractors. Eliminating this "lack of understanding" is the reason BCF 205 is a Mandatory course for Level II certification in the Business, Cost Estimating, and Financial Management Career Field.

Course content includes most of the elements found in courses similar to the "Finance for Non-Financial Managers Course," sponsored by the American Management Association. The BCF 205 concentrates on the government contracting industry and includes the special financial regulations the government requires in the Federal Acquisition Regulation and the Cost Accounting Standards.

COURSE ELIGIBILITY

Anyone involved in the systems acquisition process who interfaces with contractors or deals with contractor financial data will gain substantial benefit from course attendance. Military officers, O-3 and above, and DoD civilians, GS-9 and above, are eligible to attend.

*BCF 205 was formerly BFM 204.

This course is Mandatory for Level II certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

Mr. GARY RICHARD, COURSE DIRECTOR

BCF 209*

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT

SELECTED ACQUISITION REPORT COURSE

The 1-week Selected Acquisition Report Course (SARC) empowers acquisition personnel with the knowledge to prepare, generate, and review the Selected Acquisition Report (SAR). Through in-depth, hands-on training exercises, the student learns about the Consolidated Acquisition Reporting System (CARS) and the automated system for major defense acquisition program reporting.

Lecture and discussion cover the key concepts of the SAR and each of its sections. Supplemented by computer-assisted case studies, offered in a fully automated classroom, special concentration is focused on the SAR cost-variance analyses and categorizations.

COURSE ELIGIBILITY

This course is generally limited to acquisition personnel with no previous SAR/CARS experience, with the exception of SAR initiators who have some SAR/CARS training. Civilians who are under contract to support a military SAR program office are eligible with the recommendation of the program manager. Generally, the course is open to military officers, O-2 and above, and DoD civilians, GS-7 and above.

*BCF 209 was formerly BFM 209.

This course is Assignment-specific for the Business, Cost Estimating, and Financial Management Career Field.

MR. PHIL HORNICK, COURSE DIRECTOR

BCF 301

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT WORKSHOP

Our 9-day Business, Cost Estimating, and Financial Management Workshop (BCEFMW) is a capstone course, which teaches students how to apply BCF 301 concepts, techniques, and on-the-job experience to functional interrelationships and opportunities among the disciplines of cost estimating, earned-value management, and financial management. The workshop will provide training for individuals in business, financial management, or program control.

COURSE ELIGIBILITY

The BCF 301 is designed for Level III acquisition professionals. Prerequisites for the Workshop include completion of either the Intermediate Systems Acquisition Course (ACQ 201) or a combination of the Fundamentals of Cost Analysis (BCF 101), the Fundamentals of Earned Value Management Course (BCF 102), or Fundamentals of Business Financial Management Course (BCF 103).

This is a Mandatory course for Level III certification in the Business, Cost Estimating, and Financial Management Career Field (DoD 5000.52-M).

MS. SIOBHAN TACK, COURSE DIRECTOR

BCF 802*

BUSINESS, COST ESTIMATING, AND FINANCIAL MANAGEMENT

SELECTED ACQUISITION REPORT REVIEW COURSE

The Selected Acquisition Report Review Course (SARRC) is a 3-day course designed to empower acquisition personnel with the knowledge required to prepare, generate, and review the Selected Acquisition Report (SAR). The College fully integrates the Consolidated Acquisition Reporting System (CARS) into the course curriculum with in-depth, hands-on training exercises.

Lecture and discussion cover the key concepts of the SAR and each of its sections. Supplemented by computer-assisted case studies in a fully automated classroom, special concentration is focused on the SAR cost-variance analyses and categorizations.

COURSE ELIGIBILITY

This course is for acquisition personnel with previous SAR/CARS experience and training. Civilians under contract to support a military SAR program office are eligible with the recommendation of the program manager. Acquisition personnel with no previous SAR/CARS experience and SAR initiators with some SAR/CARS experience but no formal SAR/CARS training should take the Selected Acquisition Report Course (SARC), BCF 209.

*BCF 802 was formerly BFM 210.

This is an Assignment-specific course for the Business, Cost Estimating, and Financial Management Career Field.

MR. PHIL HORNICK, COURSE DIRECTOR

CON 232

CONTRACTING

OVERHEAD MANAGEMENT OF DEFENSE CONTRACTS COURSE

Covering both introductory and advanced overhead management concepts, the 2-week Overhead Management of Defense Contracts Course (OMDCC) provides a sequence of instructions that is appropriate for contracting officers, buyers, price analysts, auditors, and contract administration personnel. The course emphasizes the overhead process, rate development, final rate determination, pricing applications, cost accounting standards, cost principles, cost monitoring, contract administration, and ethical principles. The use of "Decisions" (Armed Services Board of Contract Appeals, Court of Claims, and others) is an important part of this course. The complex accounting issues make coverage of these cases beyond the scope of those integrated into applicable cost accounting standards; cost principles; and, in a few cases, generally accepted accounting principles.

COURSE ELIGIBILITY

The College recommends CON 232 for personnel assigned or selected for program projects in which contractor overhead management situations are present and are important elements of costs. Completion of all Level I courses is recommended. Course work or background in cost accounting is desired.

This is an Assignment-specific course for personnel assigned to program projects in which contractor overhead situations are present.

MR. BILL ERIE, COURSE DIRECTOR

DSMC 1

SENIOR EXECUTIVE — CONTINUING EDUCATION COURSE

SYSTEMS ACQUISITION MANAGEMENT FOR GENERAL/FLAG OFFICERS COURSE

This 1-week Systems Acquisition Management for General/Flag Officers Course (SAMC) focuses on understanding the perspectives of key government and defense industry decision makers. The DSMC 1 includes discussions on topics affecting the weapon systems acquisition environment. Attendees who are not graduates of the DSMC Program Management Course or Advanced Program Management Course will develop an understanding of acquisition management.

Participants will learn how to better support, guide, or oversee acquisition programs; and they will interact directly with senior leadership to benefit from their insight. Recent legislative and executive actions affecting weapon systems acquisition will be discussed, and attention will be focused on current DoD policy and procedural initiatives affecting the weapon system acquisition management environment.

Perspectives are provided from the Congress, defense industry, executives of the Office of the Secretary of Defense and related agencies, senior civilian and military managers, and program executive officers. Also, program managers discuss available resource usage, issues, lessons learned, and hot topics; and faculty members address government contracting and resource allocation processes impacting government and industry relationships.

COURSE ELIGIBILITY

This optional course is open to military general/flag officers and senior executive service civilians who are working in positions requiring an understanding of DoD systems acquisition. Also, participants of equivalent rank from the defense industry and other federal agencies are admitted on a space-available basis. A Secret security clearance is required for all attendees.

DR. ROBERT F. BURNES, COURSE DIRECTOR

DSMC 2

SENIOR EXECUTIVE — CONTINUING EDUCATION COURSE

EXECUTIVE REFRESHER COURSE

While certain program management principles and functions are revisited, this executive-level course focuses upon change and paradigm reconstruction to provide participants with current information and knowledge on evolving acquisition policies and lessons learned. The leadership role required for effective acquisition management in a changing world is examined.

The 2-week Executive Refresher Course (ERC) directs attention to DoD initiatives, where implementation has a profound effect upon the acquisition environment and promotes an understanding of the perspectives of acquisition leaders from the legislative and executive branches and defense industry.

Guest speakers lead discussions on hot topics such as reform initiatives, resource allocation, performance specifications, the industrial base, earned value, cost as an independent variable, integrated process and product development, and integrated product teams. Class discussions promote government and industry partnering as a vehicle to encourage those management practices that reduce costs while promoting sound acquisition management.

COURSE ELIGIBILITY

The DSMC 2 is open only to graduates of the Program Management Course (PMC) or Advanced Program Management Course (APMC) who are, or have been, selected for grades O-6 or GS-15. Higher ranking military or civilians will be considered. Non-PMC/PMT 302 graduates who meet the rank/grade requirement should attend the Executive Management Course (DSMC 30). A Secret security clearance is required.

DR. ROBERT F. BURNES, COURSE DIRECTOR

DSMC 5

SENIOR EXECUTIVE — CONTINUING EDUCATION COURSE

DEFENSE ACQUISITION EXECUTIVE OVERVIEW WORKSHOP

Designed for high-ranking DoD personnel, this 2-day Defense Acquisition Executive Overview Workshop (DAEOW) offers an executive-level understanding of the defense systems acquisition process. The registrant, for whom the class is tailored, may seek an understanding of the entire spectrum of the process or of one or two areas only. Typically, the need to attend DSMC 5 arises when an individual is about to assume a new command or new assignment.

In a departure from its normal practice of scheduling classes in advance, the College offers this workshop on a “demand” basis. When a potential registrant contacts the DSMC course director to request attendance, they negotiate mutually acceptable dates for the workshop. The course director will then meet with the potential registrant; and, together, they will tailor the workshop to ensure that only those topics of specific interest to the potential registrant are addressed.

COURSE ELIGIBILITY

This workshop is available to all DoD general/flag officers, political appointees, and senior executive service civilian employees. Membership in an Acquisition Corps career program is not required.

DR. ROBERT F. BURNES, COURSE DIRECTOR

DSMC 30

SENIOR EXECUTIVE — CONTINUING EDUCATION COURSE

EXECUTIVE MANAGEMENT COURSE

For individuals who are not graduates of the DSMC Program Management Course or Advanced Program Management Course, this 3-week Executive Management Course (EMC) serves senior managers who interface with, or otherwise need to understand, the defense acquisition system. Students explore better ways to support, guide, and oversee acquisition programs through case studies and examples; faculty discussion; guest speakers from the DoD community; and other course participants.

While each offering is uniquely tailored, the course schedule is divided into the following major segments: the foundation for the defense acquisition system and its management; executive skills development; and current acquisition initiatives. The foundation for the defense acquisition system and management segment provides a quick, executive-level overview of many of the topics presented in detail in the Advanced Program Management Course. The executive skills development segment typically includes topics concerning acquisition ethics, a management simulation, use of automation, congressional influence and oversight, dealing with the media, the program managers’ viewpoints, and the use of earned value as a management tool. The current initiatives segment focuses upon the hot topics of today’s acquisition leadership.

COURSE ELIGIBILITY

This course is open to military officers and civilians, O-6/GM-15, who are working in positions requiring an understanding and working knowledge of DoD systems acquisition. Additionally, participants of equivalent rank from the defense industry and other federal agencies are admitted on a space-available basis. A Secret security clearance is required for all participants.

DR. ROBERT F. BURNES, COURSE DIRECTOR

LOG 201

ACQUISITION LOGISTICS

INTERMEDIATE ACQUISITION LOGISTICS COURSE

Designed for acquisition logistics managers, integrated logistics support managers, and the supervisors of acquisition logisticians, the College's 3-week Intermediate Acquisition Logistics Course (IALC) provides an analysis of logistics activities in the materiel acquisition process and its connection to the systems engineering process. Presentations cover acquisition logistics-related subjects such as the elements of logistics, life-cycle costing, reliability, availability, maintainability, materiel and the nondevelopmental item acquisition processes, logistics-relevant tests and evaluations, and technical information management. Guest lecturers from government and industry discuss real-world examples of developing and executing support for DoD programs and policies. A wide range of experience-based case studies offer the student an opportunity to address weapons-system logistics problems, apply ethical principles, devise theoretical and pragmatic solutions, and understand the dynamics involved in the development of a sound logistics acquisition strategy.

COURSE ELIGIBILITY

This course is open to people who possess acquisition logistics experience or have been assigned to acquisition logistics positions, including Acquisition Workforce professionals; DoD civilians, GS-9 through GS-12; and military officers, rank O-3 and above. Successful completion of LOG 101 and ACQ 201 are prerequisites.

This course may be selected as one of the Mandatory courses for Level II certification in the Acquisition Logistics Management Career Field (DoD 5000.52-M).

MR. JOEL M. MANARY, COURSE DIRECTOR

PMT 202

INTERNATIONAL

MULTINATIONAL PROGRAM MANAGEMENT COURSE

Helping students develop an understanding of how to be effective in an international defense acquisition program, the 1-week Multinational Program Management Course (MPMC) emphasizes U.S. policy of encouraging armaments cooperation and enhancing rationalization, standardization, and interoperability with our allies. Key national, DoD, and Service policies on international cooperative development, production, and support will be explored. Students will gain competency in international defense acquisition programs.

The DSMC also offers the International Defense Educational Arrangement (IDEA) Seminar, a special educational opportunity arranged with institutions in France, Germany, and the United Kingdom. This seminar may offer certain attendees equivalent credit to the PMT 202. For more information, see Additional Educational Opportunities on page 52.

COURSE ELIGIBILITY

This course is Assignment-specific training for military officers, O-3 and above, and DoD civilians, GS-11 and above, who hold, or have been selected for, the following types of positions impacting international defense acquisition programs: program managers and program management staff, key government laboratory and center personnel, Defense and Service headquarters staff, and Office of Defense Cooperation personnel and attachés.

This is an Assignment-specific course for personnel who participate in international defense acquisition programs.

MR. DON HOOD, CO-COURSE DIRECTOR

MR. RICHARD KWATNOSKI, CO-COURSE DIRECTOR

PMT 203

INTERNATIONAL

INTERNATIONAL SECURITY AND TECHNOLOGY TRANSFER/CONTROL COURSE

As a comprehensive review of security and technology transfer/control, the 1-week International Security and Technology Transfer/Control Course (ISTT/CC) examines international transfer and control; export licensing; and import licensing of technology, hardware, software, data exchange, engineering liaison, and training.

The PMT 203 is designed for the acquisition professional, Defense and Service headquarters staff, and Defense Cooperation personnel and attachés associated with international acquisition.

The course has five components: acquisition documentation; security and data transfer; export/import licensing; contractor operations; and laws, policies, and procedures. Upon course completion, the student will understand international security and technology transfer/control policies, controls, and documentation.

COURSE ELIGIBILITY

The PMT 203 is Assignment-specific training for military officers, rank O-3 and above; DoD civilians, GS-11 and above; and acquisition professionals who require international acquisition training. The course is also appropriate for foreign liaison office personnel or DoD representatives who deal with other nations or international agencies. However, due to security restrictions, allied students may not attend under most circumstances. A Secret security clearance is required. Students must complete a self-assessment that is due prior to arrival at the course.

The is an Assignment-specific course for personnel who participate in an international defense acquisition program.

MR. DON HOOD, COURSE DIRECTOR

PMT 302

PROGRAM MANAGEMENT

ADVANCED PROGRAM MANAGEMENT COURSE

Providing a comprehensive examination of the integrated process used in systems acquisition management, the 14-week Advanced Program Management Course (APMC) curriculum is based on a set of acquisition management performance outcomes established by the Acquisition Management Functional Board for Level III certification in the program management career field. The course curriculum presumes the knowledge baseline of ACQ 201, Intermediate Systems Acquisition Course (ISAC).

The primary objectives of the course are to demonstrate, from the program management perspective, the integration of functional disciplines into the dynamic processes used to manage systems; provide a learning environment for students that encourages student inquiry and responds to their individual needs as much as possible; and to enhance the students' performance in future acquisition-related positions. The curriculum meets the requirements (performance outcomes) established by the Acquisition Management Functional Board and has the flexibility to continuously reflect the changing defense acquisition environment.

The primary learning methodology is faculty-assisted, but student-led, small group cases and exercises. Sub-

stantial feedback by faculty members on the results of student activities is also a key part of the course learning process. Through these cases and exercises, the dynamic interaction among the acquisition functional disciplines is explored in detail. Also, the importance of developing and managing effective integrated acquisition management teams is emphasized. To further emphasize the importance and complexity of this dynamic integration, students are organized into, and expected to function as, integrated product/process teams during the cases and exercises. The cases and exercises are student-centered; and the topic areas in some lessons can, within time and curriculum constraints, be determined by the students.

Subject areas include: defense acquisition policy, contractor finance, earned value management, contract management, funds management, logistics support management, managerial development, manufacturing management, principles of program management, software management, systems engineering management, and test and evaluation.

The College uses a variety of programs to enrich the DSMC learning experience: (1) Interdisciplinary exer-

cises are used during the course to enhance the integration of the functional area disciplines. These exercises provide an experiential learning process and challenge students to apply and integrate functional knowledge while using quality tools and integrated process and team concepts. (2) The individual learning program is designed for students to tailor individual learning needs as part of their continuing self-assessment. Using resources like the DSMC Acker Library, the DSMC Learning Resource Center, faculty, other students, and local experts and organizations, students develop an individual learning plan designed to acquire certain skills and knowledge in elective classes, selectives, and/or self-study. The selective tracks offer the students the unique opportunity to explore acquisition areas in greater detail than the core curriculum. One example is the Information Technology Selective, which is taught by the Information Resources Management College (IRMC) faculty. (3) Through the College's Capitol Hill Program, students learn how congressional activities impact acquisition management; study the operations of the Congress; receive briefings on current congressional activities and issues; and take a 1-day field trip to Capitol Hill.



PMT 303

PROGRAM MANAGEMENT

EXECUTIVE PROGRAM MANAGERS COURSE

COURSE ELIGIBILITY

The College designed the PMT 302 for military and civilian Acquisition Workforce members in the military rank of O-4/O-5 or civilian grades of GS-13/GS-14 who are Acquisition Corps-qualified and have successfully completed ACQ 101 and ACQ 201 or equivalents. A Secret security clearance is required.

This is a Mandatory course for Level III certification in the Program Management Career Field (DoD 5000.52-M).

CDR WILLIAM H. VAUGHAN, USN, COURSE DIRECTOR



The Executive Program Managers Course (EPMC) is an Assignment-specific program designed to meet the learning and performance needs of newly selected Program Executive Officers (PEOs), Deputy PEOs (DPEOs), and Acquisition Category (ACAT) I (ID/IC and IAM/IAC) and II Program Managers (PMs)/Deputy Program Managers (DPMs). Building on the general program management competencies acquired during the previously attended Program Management Course (PMC) or Advanced Program Management Course (PMT 302) and subsequent on-the-job experience, PMT 303 provides the selected participants an opportunity to enhance their skills. Skills are developed through a concentrated 4-week period preceded by approximately 60 days of advance, part-time work wherein they assess: (a) the status of their assigned programs; (b) the relationship that their personal strengths and weaknesses have to their program's problems, issues, and concerns; and (c) the impact that recent policy changes may have on system acquisition.

The course begins with a 2-day orientation workshop, focusing on program assessment and learning. The workshop is conducted 60 days prior to the 4-week, on-campus phase and results in a plan for assessing each participant's program and a draft learning plan. Program assessments enable new PEOs, DPEOs, PMs,

and DPMs to ascertain and prioritize their learning efforts based on their program's phase, critical activities, and/or immediate issues. The PEOs/DPEOs and PMs/DPMs should meet with their individual future chain-of-command for guidance on areas of specific interest. Additionally, visits to matrix organizations, contract administration officers, labs, contractors, Service, and Office of the Secretary of Defense officials are encouraged. The outcome of this activity will be a personally tailored learning plan or contract that is based on identified program issues and related program management competency needs.

The learning plan provides a "roadmap," which allows students to focus their energy and maximize their time during the learning day. In preparation for the 4-week period, the participant is assigned a Learning Team Manager (LTM), who is selected from senior Defense Systems Management College faculty members. The LTM supports the participant's program assessment and learning needs during the initial assessment phase, the 4 weeks on campus, and after the course. The major objective of the course is to provide the student an opportunity to develop and implement a comprehensive, personalized learning plan that will assist in determining the turnover status of his/her program(s) through the continuous use of a systems approach to assess and improve the program's products.

COURSE ELIGIBILITY

This course is available to newly selected PEOs, DPEOs, and ACAT I (ID/IC and IAM/IAC) and II PMs/DPMs. Effective October 1, 1996, all PEOs, DPEOs, ACAT I and II PMs, and ACAT I and II DPMs must attend PMT 303, EPMC, prior to assuming a new assignment to one of these positions. Attendance of this course should be no sooner than 6 months prior to assuming the new position. The PMT 303 will be tailored, in course length and/or content, to meet the specific needs identified by the newly assigned PEO/DPEO. Allied and industry students are eligible to attend on a space-available basis. Successful completion of PMC or PMT 302 is also a prerequisite.

This course is required for personnel selected as a PEO, PM, or DPM in an ACAT I or II program and constitutes fulfillment of the statutory requirements as outlined in the Defense Acquisition Workforce Improvement Act.

MR. JOHN HICKOK, COURSE DIRECTOR

PMT 304

INTERNATIONAL

ADVANCED INTERNATIONAL MANAGEMENT WORKSHOP

Reinforcing and advancing the principles of collective defense through armament cooperation, the 1-week Advanced International Management Workshop (AIMW) explores issues associated with international negotiation of cooperative acquisition project agreements. Specific topics include negotiation preparation, authority to negotiate and conclude, DoD policies and experiences, and the role of executive departments and the Congress. Upon course completion, students are able to prepare and negotiate an international acquisition project agreement.

COURSE ELIGIBILITY

Managerial personnel in international defense acquisition programs should attend. Previous career fields represented include program management; contracting; systems planning, research, development, and engineering; test and evaluation; acquisition logistics; and business, cost estimating, and financial management.

The PMT 304 is open to mid-level military officers, O-4 and above; DoD civilians, GS-13 and above; and industry equivalents. Due to security restrictions, allied students are ineligible to attend under most circumstances. This is an advanced-level workshop, and attendees should understand U.S. domestic and international defense acquisition. The PMT 304 targets positions of responsibility in international, or potentially international, programs ranging from simple Data Exchange Agreements to complex cooperative development, production, and support programs.

This is an Assignment-specific course for GS-13 and above and military O-4 and above serving in or entering positions identified as requiring international acquisition qualification training at Career Level III.

MR. RICHARD KWATNOSKI, COURSE DIRECTOR

PMT 305*

PROGRAM MANAGEMENT

PROGRAM MANAGERS SKILLS COURSE

The 2-week Program Managers Skills Course (PMSC) assists participants assess their program and personal skills, update their knowledge, and examine lessons learned from recent programs. It focuses on the use of the survival skills necessary to manage a DoD acquisition program effectively.

Thirty days prior to PMT 305, each participant completes a self-assessment on the status of their assigned programs; personal strengths and weaknesses; issues and concerns of their programs; and the impact of recent policy changes in system acquisition. Participants should meet with their future PM or Program Executive Officer for guidance. Students are also encouraged to visit the offices of matrix organizations, defense program representatives, labs, contractors, and officials of the Service and DoD.

The course emphasizes an iterative "Assess-Plan-Do" process and stresses the value of a team approach. Core workshops provide functional updates of policies and practices considered critical for all future PMs/Deputy PMs. The course includes two elective periods that afford the opportunity to explore selected subjects. A PM discussion panel is scheduled for Friday of Week 2 to explore, in real-time, situations presented by current program managers. As an extension of the PMT 305, participants may continue the relationship with DSMC faculty through the Executive Continuous Education for Leaders (EXCEL) Program.

COURSE ELIGIBILITY

Attendees must have successfully completed either PMT 301 or PMT 302. Allied and industry students are encouraged to attend when space is available.

*PMT 305 was formerly Program Managers Survival Course.

This is an Assignment-specific course for ACAT III program/project managers and their deputies.

MR. MIKE MEARS, COURSE DIRECTOR

PQM 301

MANUFACTURING, PRODUCTION, AND QUALITY ASSURANCE

ADVANCED PRODUCTION AND QUALITY MANAGEMENT COURSE

Structured around an integrated product development, concurrent engineering acquisition philosophy prescribed in DoD Directive 5000.1 and DoD 5000.2-R, the 2-week Advanced Production and Quality Management Course (APQMC) investigates decision-making issues relevant to successfully managing three core technical tasks in DoD acquisition. These tasks include systems and process development, manufacturing, and product quality management. Logical thinking and the ability to identify and effectively work within policy, regulatory, technical, or physical constraints to management effectiveness are stressed. Students learn appropriate operational definitions and quality measures. Special attention is given to specific tools and techniques used successfully in the commercial environment to improve customer satisfaction. Other topics are: acquisition policy review, contracts management and administration, contractor finance, ethics, and professionalism. Guest lecturers from government and industry present pertinent and timely examples of best practices or conduct open panel discussions. Analytical discussions of "real-life" case studies are integrated into the course. The student will be able to effectively provide manufacturing and quality management-related counsel in an integrated product/process team environment based on the latest information.

COURSE ELIGIBILITY

This course is designed for DoD civilians, GS-13 and above, and military, O-3 through O-6, who have completed the Intermediate Systems Acquisition Course (ACQ 201), Production and Quality Fundamentals Course (PQM 101), and Intermediate Production and Quality Management Course (PQM 201).

This course is Mandatory for Level III certification in the Manufacturing, Production, and Quality Assurance career field (DoD 5000.52-M/DAU Catalog).

LT COL RUSS BARBERO, USAF, COURSE DIRECTOR

SAM 101

SOFTWARE ACQUISITION MANAGEMENT
INDIVIDUAL, SELF-PACED CD-ROM COURSE
(AVAILABLE WINTER 1997)

BASIC SOFTWARE ACQUISITION MANAGEMENT COURSE

The Basic Software Acquisition Management Course (BSAMC) introduces the student to the software acquisition field through distance-learning coverage of the key competencies of the field. Participants learn software acquisition and development risks; DoD regulatory and technical frameworks; software development life-cycle and integration processes; specific terms and concepts; software development models, paradigms, and strategies; and reference information sources.

Offered on CD-ROM and via the Internet, the SAM 101 requires 40–80 hours of study. Upon completion of the SAM 101 and the Intermediate Systems Acquisition Course (ACQ 201), the student will be eligible for the Intermediate Software Acquisition Management Course (SAM 201).

COURSE ELIGIBILITY

This course is designed for acquisition personnel including civilians, GS-9 and below, and military grades, O-1 through O-3. The target students are routinely given duties managing software development and/or acquiring software. They also work in development programs that have total program costs for software of \$20 million or more, procurement programs that have total program costs of \$30 million for software, programs that have sustainment costs of \$1 million or more for software annually, or programs where post-deployment software support is ongoing. Students should successfully complete the Fundamentals of Systems Acquisition Management Course (ACQ 101) prior to attending this course.

This is an Assignment-specific course for those serving in Level I acquisition positions whose duties include software acquisition management.

LT COL CARLOS GALVAN, USAF, COURSE DIRECTOR

SAM 201

SOFTWARE ACQUISITION MANAGEMENT

INTERMEDIATE SOFTWARE ACQUISITION MANAGEMENT COURSE

Structured around the software acquisition management activities, this mid-level, process-oriented Intermediate Software Acquisition Management Course (ISAMC) starts with an initial student assessment. A subsequent assignment of students to teams provides each team with a broad base for collaborative learning. During the 3-week SAM 201, a structured format of morning lecture, discussion, and short exercises prepares the students for afternoon case studies. Case learning points are further emphasized through group discussions and exercises.

Participants learn acquisition strategies used for software and software-intensive systems, concepts of software and systems architecture, program software life-cycle planning and test program planning, requirements management and risk mitigation, software acquisition, and the role of domain analysis and modeling in requirements analysis. Students leave SAM 201 with a portfolio of sample analyses, plans, recommendations, and other intermediate software acquisition management products. At completion of SAM 201, the student will understand, analyze, and apply acquired knowledge appropriate to Level II positions. In addition, each student will have a specific competency appraisal and recommendations for further development.

COURSE ELIGIBILITY

The SAM 201 is designed for acquisition personnel who are serving in civilian grades GS-9 through GS-12 and military ranks O-3 through O-5. Students should successfully complete the Basic Software Acquisition Management Course (SAM 101) and Intermediate Systems Acquisition Course (ACQ 201) prior to attending this course.

This is an Assignment-specific course for those serving in Level II acquisition positions whose duties include software acquisition management.

LTC PATRICIA LANE, USA, COURSE DIRECTOR

SAM 301

SOFTWARE ACQUISITION MANAGEMENT

ADVANCED SOFTWARE ACQUISITION MANAGEMENT COURSE

The Advanced Software Acquisition Management Course (ASAMC) is decision-oriented and seminar-based. The 3-week course focuses on key activities and processes utilized to acquire software-intensive systems. Lectures, guest speakers, individual and team exercises, group discussions, and case studies extend across the domains of weapons, command and control, and management information systems and provide a comprehensive framework for comparison and reflection.

The SAM 301 concentrates on competencies established for Level III acquisition professionals and emphasizes issues such as interoperability, reuse, COTS, open systems, best practices, and metrics. Students are challenged to critically evaluate alternative models, methods, and tools through the use of real and hypothetical cases. Students are also individually appraised and provided specific recommendations for further development.

COURSE ELIGIBILITY

This course is open to all military officers and civilians (government and industry) who are senior managers with responsibility for systems in which software is a vital component. The SAM 101 and SAM 201 courses are required prerequisites.

This course is required for acquisition personnel serving in Level III software acquisition management positions (DoD 5000.52-M).

MR. LARRY BAKER, COURSE DIRECTOR

SYS 301

SYSTEMS PLANNING, RESEARCH, DEVELOPMENT, AND ENGINEERING

ADVANCED SYSTEMS PLANNING, RESEARCH, DEVELOPMENT, AND ENGINEERING COURSE

Designed for senior-level DoD personnel, the 2-week Advanced Systems Planning, Research, Development, and Engineering Course (ASPRDEC) helps students become more effective in using science, technology and systems engineering processes and procedures throughout a system's life cycle. The common tools of systems planning, research, development, and engineering are used within the framework of an integrated case study. This case study starts with a need, progresses through the acquisition milestones and phases, and ends with a demonstration of system effectiveness. Students will employ requirements analyses, risk management, technical performance measures, trade-off analyses, configuration and data management, technical reviews, forecasting, design of experiments, work breakdown structures, specifications, and a Statement of Work tailored to control and evaluate the evolutionary design of a target system. Special emphasis is placed on exploring the relationships between science and technology, systems engineering, and acquisition management.

COURSE ELIGIBILITY

People who may attend include DoD civilians, GS-13 and above, and military officers, O-3 through O-6, with 4 years of experience in positions of increasing responsibility and complexity in engineering or science and 3 years in an acquisition position that includes 2 years in a science or engineering career field. A recommended prerequisite is DAU's SYS 201 course. Military officers, O-4 and above, and DoD civilians, GM-13 and above, are the intended audience.

This is a Mandatory course for Level III certification in the Systems Planning, Research, Development, and Engineering Career Field (DoD 5000.52-M).

LTC ROBERT OTLOWSKI, JR., USA, COURSE DIRECTOR

TST 101

TEST & EVALUATION ENGINEERING

INTRODUCTION TO ACQUISITION WORKFORCE TEST AND EVALUATION COURSE

This 1-week, entry-level Introduction to Acquisition Workforce Test and Evaluation Course (IAWTEC) emphasizes the basic test and evaluation management and engineering principles, policies, and practices used by the DoD. The course emphasizes the unique role of test and evaluation (T&E) as a feedback mechanism for systems engineering during all phases of the system life cycle. Students are introduced to the special relationship of T&E to the interfacing disciplines of systems engineering, program management, logistics support, production/manufacturing, and quality assurance.

Faculty and guest speakers will present lectures, case studies, and class exercises that examine the roles of government and industry organizations in T&E management. Common tools used in T&E that are introduced include: the Test and Evaluation Master Plan, test reports, and test integrated product teams. The many types of testing covered include: developmental, operational, live-fire, qualification, and production acceptance. A primary objective of this course is to enhance the ability of junior test and evaluation professionals to interact with program managers and to function effectively within the acquisition process.

COURSE ELIGIBILITY

The course is open to Acquisition Workforce professionals including DoD civilians, GS-5 through GS-9, and military officers, O-1 through O-3. At least 1 year of prior acquisition experience and completion of ACQ 101 are the prerequisites.

This is a Mandatory course for Level I certification in the T&E Career Field (DoD 5000.52-M).

LT COL WILLIAM EISCHENS, USAF, COURSE DIRECTOR

TST 202

TEST & EVALUATION ENGINEERING

INTERMEDIATE TEST AND EVALUATION COURSE

Providing a thorough understanding of the concepts of Test and Evaluation (T&E), the 9-day Intermediate Test and Evaluation Course (ITEC) promotes understanding of current policies, practices, and procedures applicable to successfully executing the T&E process. Course topics include requirements analysis and test planning, design, conduct, instrumentation, analysis/evaluation, and reporting. Special topics include software T&E, environmental issues, modeling and simulation, and program security. Students will complete defense system, experience-based case studies involving T&E situations and devise theoretical and pragmatic solutions. They will also apply knowledge as team members in an integrative exercise that develops a T&E plan for a major weapons system.

COURSE ELIGIBILITY

The course is open to military officers and DoD civilians, GS-9 and above, who meet Level I certification requirements and who have 2 years of technical experience, including 1 year in T&E. Completion of ACQ 201 is a required prerequisite.

This is a Mandatory course for certification in Level II of the T&E Career Field. (DoD 5000.52-M)

DR. JAY GOULD, CO-COURSE DIRECTOR

MAJ WILLIAM J. SWANK, USAF, CO-COURSE DIRECTOR

TST 301

TEST & EVALUATION ENGINEERING

ADVANCED TEST AND EVALUATION COURSE

Structured around the test and evaluation (T&E) process, the 1-week Advanced Test and Evaluation Course (ATEC) is a capstone, senior manager course designed for engineers, T&E staff, and project organization personnel who generally have 4 or more years of T&E experience at a test organization, laboratory, or program office. As a result, the course focuses on policy and management issues in addition to the technical aspects of T&E.

The TST 301 course engages the students in problem-solving situations to generate an ability to use ideas, concepts, principles, and theories relative to T&E plan-

ning, conduct, and management. The student will be required to apply knowledge through participation in several mini-cases and exercises that address current issues in T&E. As a result of this course, the student should have an enhanced capability to manage new and unique T&E projects through application of knowledge gained about DoD T&E policies, procedures, and concepts.

COURSE ELIGIBILITY

The course is open to Acquisition Workforce professionals including DoD civilians, GS-13 and above, and military, O-4 and above, seeking Level III T&E certification. Prior acquisition and T&E experience as well as completion of ACQ 201 and TST 202 are prerequisites. Students should already meet all requirements for Level II T&E certification. The College encourages equivalent nongovernmental defense industry personnel to attend.

This is a Mandatory course for Level III certification in the T&E Career Field (DoD 5000.52-M).

MR. JOHN CLAXTON, COURSE DIRECTOR

GENERAL CROSS-REFERENCE

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As DSMC continues the challenge to think “outside the box” and creatively meet new challenges, we invite you to contact us in person, by phone, or E-mail, and to visit our Home Page for current information and available resources.

Additional Educational Opportunities

Besides our regular course offerings, the College also sponsors additional educational opportunities. The following courses are specially designed to meet individual and organizationally unique education or issue requirements.

DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE (DSAMC)

The College designed DSAMC for defense industry program managers and mid-management-level personnel from industry who desire a thorough introduction in the policies and procedures unique to the management of defense acquisition programs. Accordingly, the DSAMC objective is to provide industry students with a better understanding of the acquisition management environment of their government counterparts.

Sponsored by the American Defense Preparedness Association/National Security Industrial Association (ADPA/NSIA), the DSAMC is taught by DSMC under the provisions of a Memorandum of Understanding between the College and the Association. A series of case studies and executive-level guest speakers from government and industry augment the lecture and discussion.

The course may be offered up to four times a year, depending on demand; course dates are advertised by ADPA/NSIA. The College opens the course to a limited number of military officers in grades O-4 and above and to government civilians in grades GS-13 and above. Although the DSAMC does not satisfy any of the mandatory course requirements for DoD employees specified in DoD 5000.52-M, "Career Development Program for Acquisition Personnel," it does afford experienced DoD personnel an excellent

opportunity to update their knowledge of the latest developments in defense acquisition policies, processes, and procedures.

INTERNATIONAL DEFENSE EDUCATIONAL ARRANGEMENT (IDEA) SEMINAR

The DSMC has an arrangement called IDEA with equivalent educational institutions in France, Germany, and the United Kingdom. Once a year, the College conducts a seminar on international acquisition to accommodate U.S. acquisition personnel assigned to Europe and in concert with members of IDEA. This seminar is also well attended by European personnel. Certain attendees may receive equivalent credit to the MPMC.

EQUIVALENCY EXAMINATION

The DSMC will offer an ACQ 201, Intermediate Systems Acquisition Course (ISAC), Equivalency Examination again this year. Applicants for the Equivalency Exam must meet the DoD 5000.52-M requirements for their career field in all respects except training.

Continuing Education

In August 1996, the Office of the Secretary of Defense issued an interim policy letter that outlined the continuing education and training requirements for the Acquisition Workforce (AWF). The policy states that acquisition corps members who have completed all requirements for their positions will be afforded the opportunity to receive an average of 40 contact hours annually or 80 hours over a 2-year period. The effort provides a means for the workers to deal with the ever-changing organizations, requirements, technology, workforce, and workplace. Development of the final policy, expected to contain AWF standards and a comprehensive program for professional development

(including continued education and training), should be completed in 1997. The Army has already established a Continuing Education Program for acquisition corps members certified at Level III. All of these efforts will continue to put a greater demand on Defense Acquisition University (DAU) schools for added education and training. The DAU has estimated that, altogether, consortium schools will train as many as 4,800 students in FY 98 to fulfill continuing education requirements.

Refer to the DSMC Home Page at <http://www.dsmc.dsm.mil> to learn more about the continuing education products that are now available.

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(This listing reflects August 1997 status.)



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Ph.D., LaSalle University

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M.A., Webster University

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Randy C. Zittel
Professor
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M.S.S.M., University of Southern
California
M.S.N.E., Pennsylvania State
University



Boards and Councils

The DSMC recognizes its role as a principal provider of acquisition education in the Department of Defense and as a team member in several Acquisition Workforce arenas. To maintain currency with the Acquisition Workforce and to interpret and implement the numerous reforms that have been made, participation in affiliated boards and councils is vital to DSMC's success.

DEFENSE ACQUISITION CAREER DEVELOPMENT COUNCIL (DACDC)

The DACDC is chartered, under statutory authority, to advise and assist the Under Secretary of Defense (Acquisition and Technology) (USD(A&T)) in formulating policy for the education, training, and career development of the Acquisition Workforce; approving training budgets; reviewing component career development programs; and ensuring uniform implementation of DoD Acquisition Workforce policies.

The Council meets at least annually. Members of all the Boards are invited to participate in Council meetings. The DAU/DSMC Board of Visitors, in its advisory role to the USD(A&T) is invited to participate in Council meetings. The Boards meet at the call of their respective chairs.

DSMC BOARD

The DSMC Board meets at least once each fiscal year to review current operations, advise the Commandant regarding future plans and initiatives, and identify and provide customer feedback for products and services (e.g., training, consulting, research, and publications) provided by DSMC to support acquisition-related activities.

The DSMC Board consists of its Chairman, the Principal Deputy USD(A&T); the Deputy Under Secretary of Defense (Acquisition Reform); the Commander, Army Materiel Command; the Principal Deputy, Assistant Secretary of Air Force (Acquisition); the Principal Deputy, Assistant Secretary of the Navy (Research, Development and Acquisition); the Commander, Marine Corps System Command; the Commander, De-

fense Contract Management Command; the Deputy Assistant Secretary of Defense (Command, Control, Communications, and Intelligence); the Army Director on Information Systems for Command, Control, Communications, and Computers; the Deputy Assistant Secretary of the Navy (Command, Control, Communications, Computers and Intelligence); the Director, Information Dominance, Secretary of the Air Force (AQI); the Director Defense Information Systems Agency; and the Director, Acquisition Program Integration. The Commandant, DSMC, serves as the Executive Secretary.

DEFENSE ACQUISITION UNIVERSITY BOARD OF VISITORS (DAU/DSMC BOV)

The DAU/DSMC Board of Visitors (BOV) is a Department of Defense advisory committee. The objective of the BOV is to advise the USD(A&T) and the President of DAU on organization management, curricula, methods of instruction, facilities, and other matters of interest to the DAU as directed by 10 U.S.C. 1746. The DAU BOV also serves as the BOV for DSMC and shall be responsive to requests to address issues unique to the College.

Approximately 15 members are appointed by the USD(A&T), and the DAU President selects the Chair. The Chair submits an annual report through the DAU President to the USD(A&T). The current BOV members are: Dr. Jacques S. Gansler (Chair), Mr. Charles E. Adolph, Dr. Lionel V. Baldwin, Mr. Donald Lewis Campbell, Mr. Peter DeMayo, Dr. Gertrude McBride Eaton, Lt Gen Thomas R. Ferguson, Jr., USAF (Ret), Mr. James M. Gallagher, and Mr. Eric Levi.

Getting to Fort Belvoir, VA

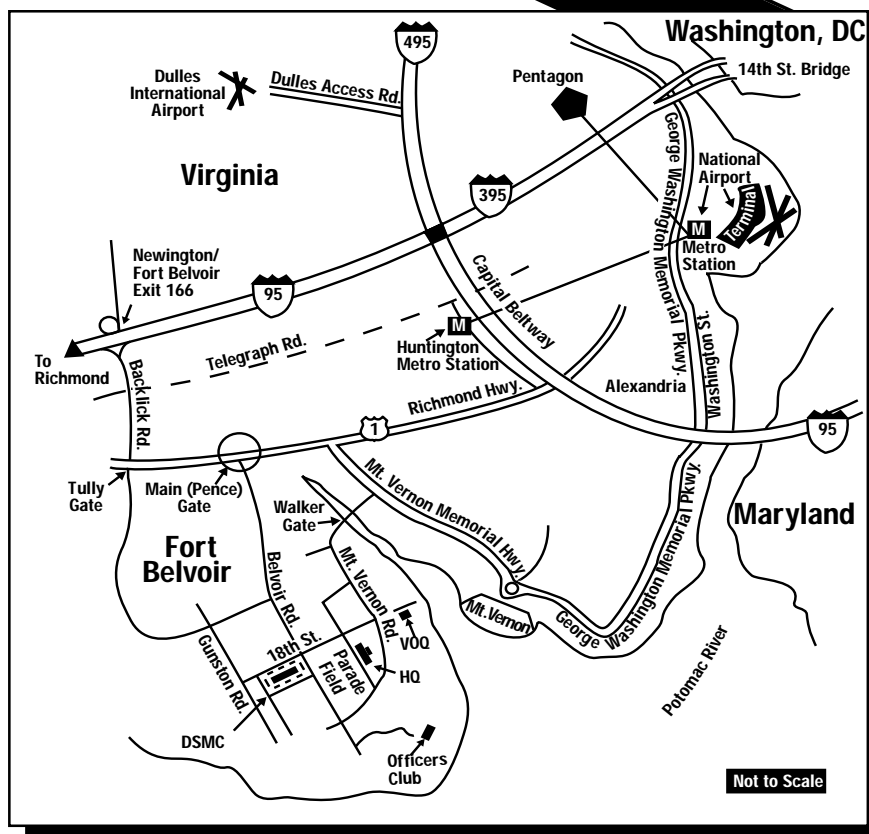
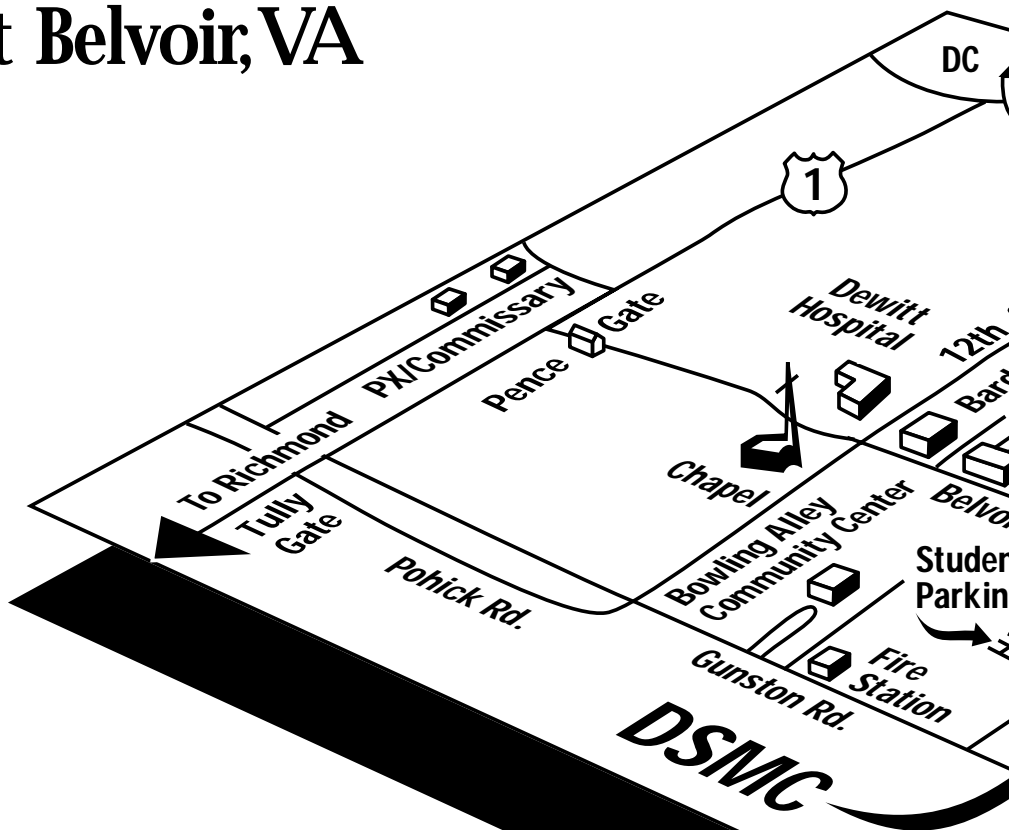
Fort Belvoir is located south of Alexandria, Virginia. Taking I-95, the Fort Belvoir exit is 3.7 miles south of the Capital Beltway (495). A post map is located at each of the three entrances. The campus is easy to find from the Main (Pence) Gate, located at the intersection of Route 1 and Belvoir Road. Follow Belvoir Road to 18th Street. DSMC's main building, 202, has four large columns and a semicircular driveway. It is opposite a large parade field between 18th and 19th Streets. All buildings are numbered. If you get lost, call 1-800-845-7606.

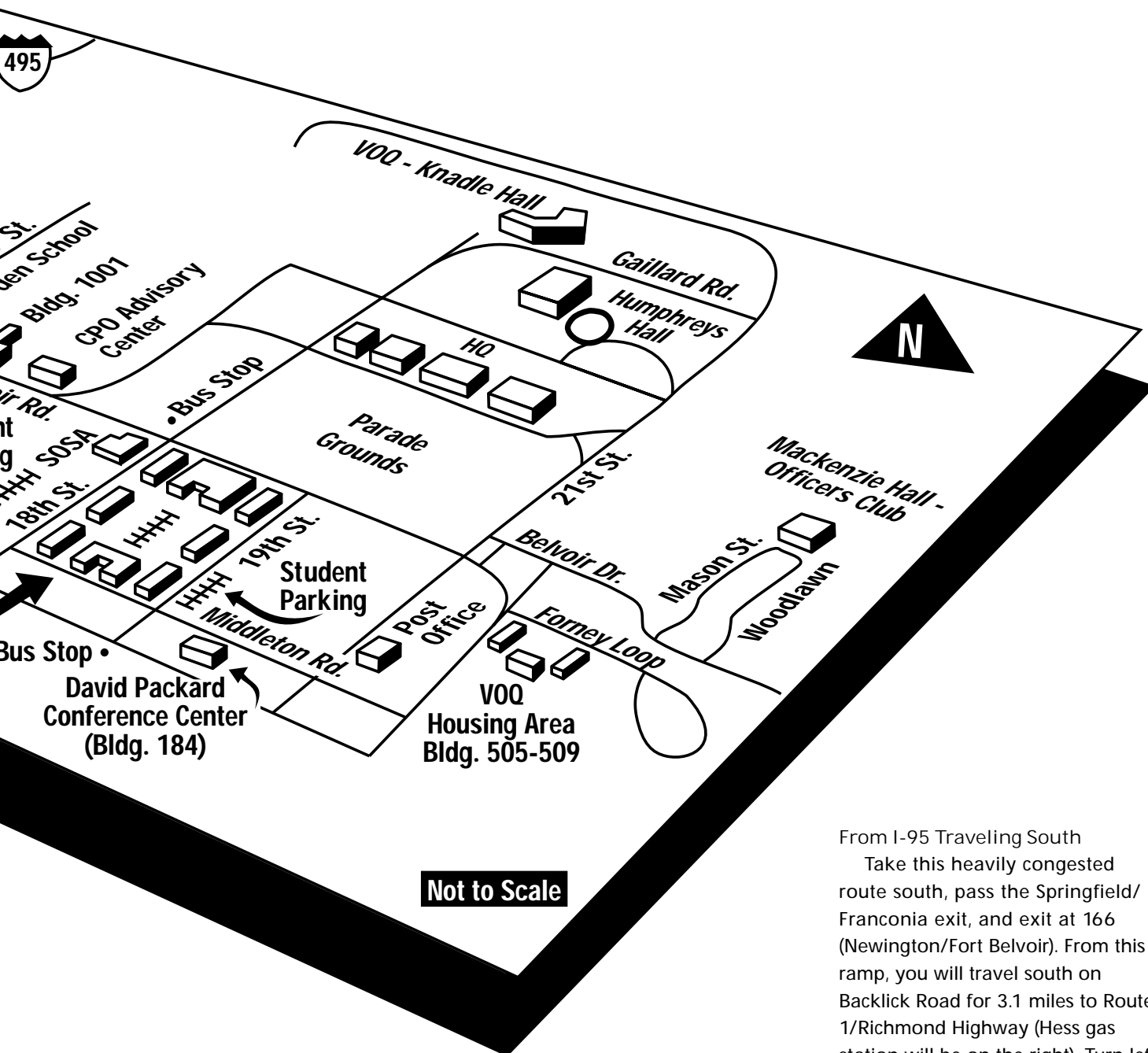
From National Airport

Travel south on Route 1/Richmond Highway through Alexandria to Fort Belvoir.

There are many traffic lights, fast food places, and gas stations. This business-district route is strictly a slow trip. An alternate route (15.3 miles) would be to take scenic George Washington/Mt. Vernon Parkway (named Washington Street in town) south through Old Town Alexandria. From the airport's main terminal, follow the green highway signs toward Alexandria. Proceed along the Potomac River past Mt. Vernon, historic home of George Washington, until you get to the Route 1 intersection; turn left (south) on Route 1. Go up the hill .7 of a mile; turn left and go through the Main (Pence) Gate.

To get to Fort Belvoir from National Airport using the "Metrorail" subway in combination with bus services, take Metrorail to the Pentagon and transfer to bus 9A; be sure you have exact change for the bus. When you arrive at Fort Belvoir, exit at the intersections of either 18th Street and Gunston or 18th and Belvoir Road. (For more information, call 202-637-7000.)





Not to Scale

From the Maryland Side of the Beltway (Prince George's County)

Take the Beltway (495) across the Potomac River via the Woodrow Wilson Bridge and continue on 495 to the exit for I-95. Go south on I-95 toward Richmond. (See **From I-95 Traveling South.**)

From Dulles Airport and/or Virginia Side of the Capital Beltway (Fairfax County)

Take the Dulles Access Road from Dulles Airport and exit on the Capital Beltway (495). Go south toward Alexandria and Richmond. As you reach the lower part of the Beltway, exit south on I-95 toward Richmond. (See **From I-95 Traveling South.**) (No Metrorail access.)

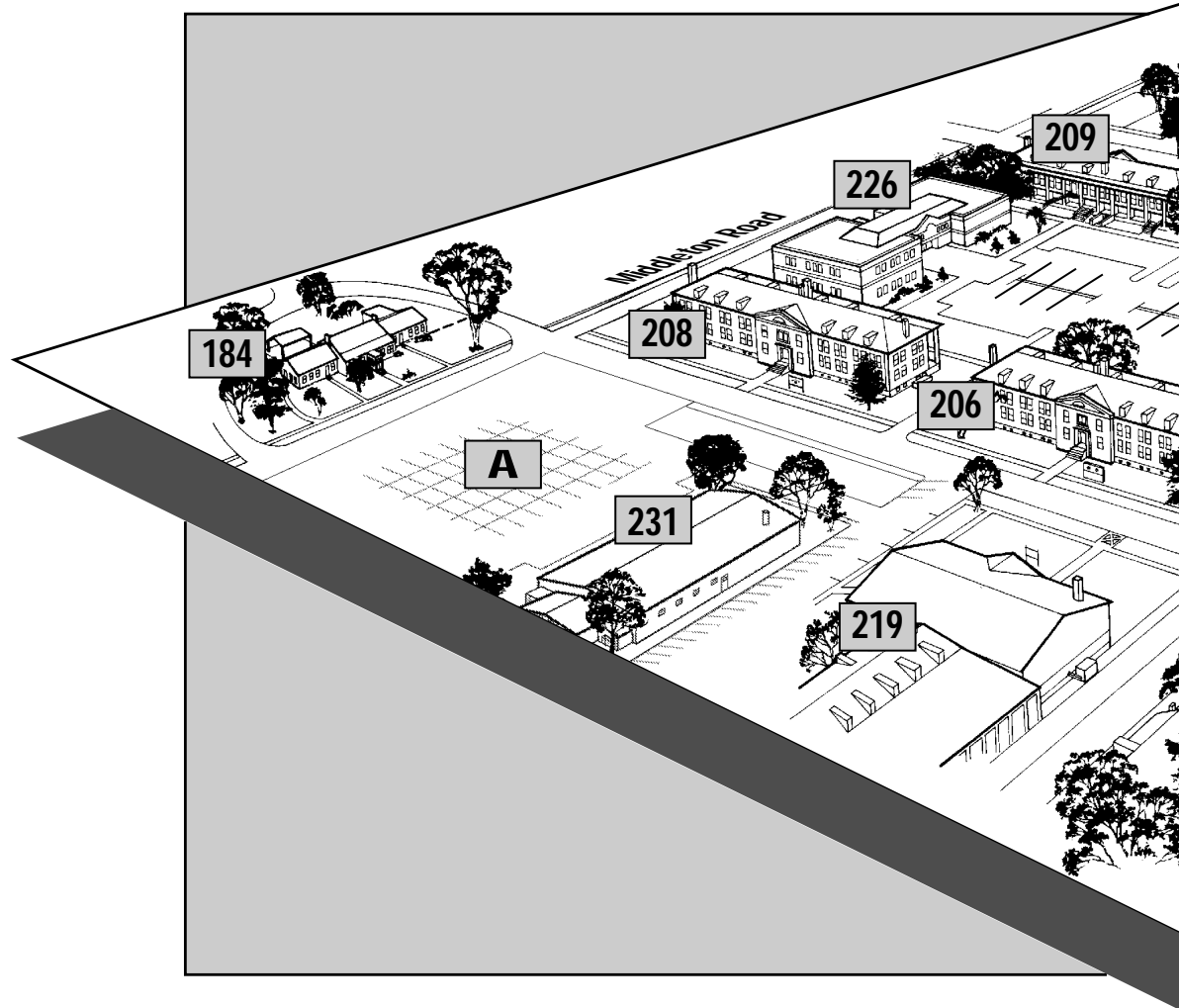
From I-95 Traveling South

Take this heavily congested route south, pass the Springfield/Franconia exit, and exit at 166 (Newington/Fort Belvoir). From this ramp, you will travel south on Backlick Road for 3.1 miles to Route 1/Richmond Highway (Hess gas station will be on the right). Turn left (north) on Route 1 and go .9 of a mile to the top of the hill, where you will see the Fort Belvoir Main (Pence) Gate on the right. Enter this gate to the south side of the post.

From Richmond I-95 Traveling North

Take I-95 north to the Fort Belvoir/Mt. Vernon exit. You will now be on Route 1/Richmond Highway. Drive 6.4 miles to the Fort Belvoir Main (Pence) Gate on the right.

DSMC Campus, Fort Belvoir, VA



A-Student Parking Areas

Building 184, David Packard
Executive Conference Center
(100 yards from Building 208)

Building 231
Contracting/Supply/Warehouse
Classroom 1

Building 208
Classrooms 81, 82, 83, 84
Learning Resource Center
Systems Engineering Department
Test and Evaluation Department

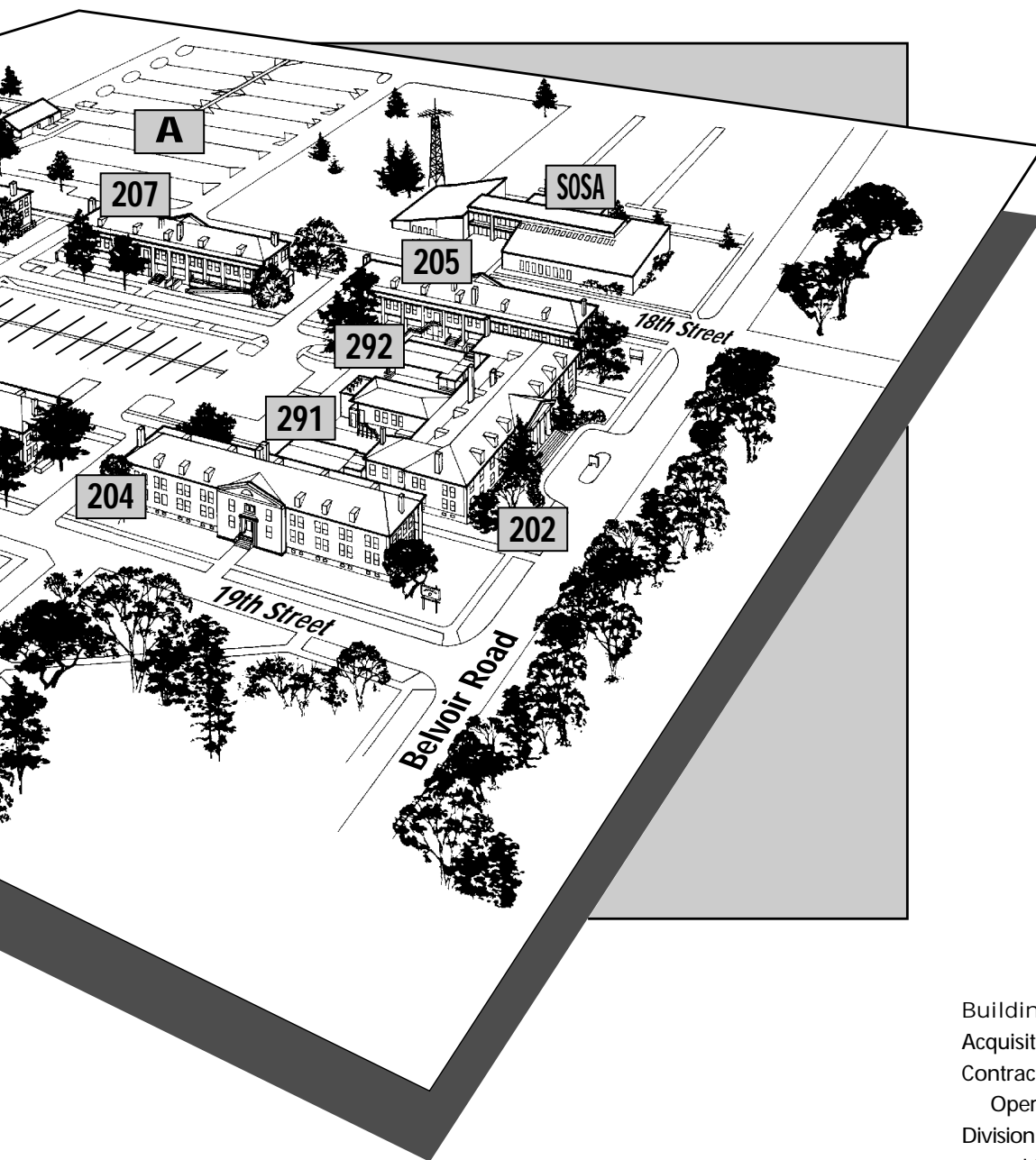
Building 226, Scott Hall
David D. Acker Library
Howell Auditorium
School of Program Management
Seminar Rooms 1, 2, 3, 4, 5
Video Services and Electronic
Maintenance Department

Building 219, Essayons Auditorium
Essayons Theater

Building 206
Classrooms 62, 63, 64
Cost/Schedule Department
Faculty Division
Funds Management Department
Maintenance Department
Visual Arts and Press Department

Building 209
Automated Classroom 92
Automation Management
Department
Classrooms 91, 93, 94
Logistics Management
Department
Manufacturing Management
Department
Office of the Registrar

Building 207
Academic Programs Division
Cafeteria
Classrooms 73, 74
Software Management
Department



Building 204, Packard Hall
Classrooms 41, 42, 43, 44
Contract Management
Department
Contractor Finance Department
Defense Automated Printing Service

Building 291
Military and Civilian Personnel

Building 292
Waelchli Room

Building 205
Classrooms 53, 54
Education Department
Research, Consulting, and
Information Division
Wellness Center

Building 202, MacArthur Hall
Acquisition Policy Department
Contract and Logistics
Operations Department
Division of College Administration
and Services
Executive Institute
Human Resources and
Administration Department
Management Deliberation Center
Managerial Development
Department
Office of the Commandant
School of Program
Management Department
Resource Management
Department
Video Services Control Center/Customer
Service

DSMC Regional Centers

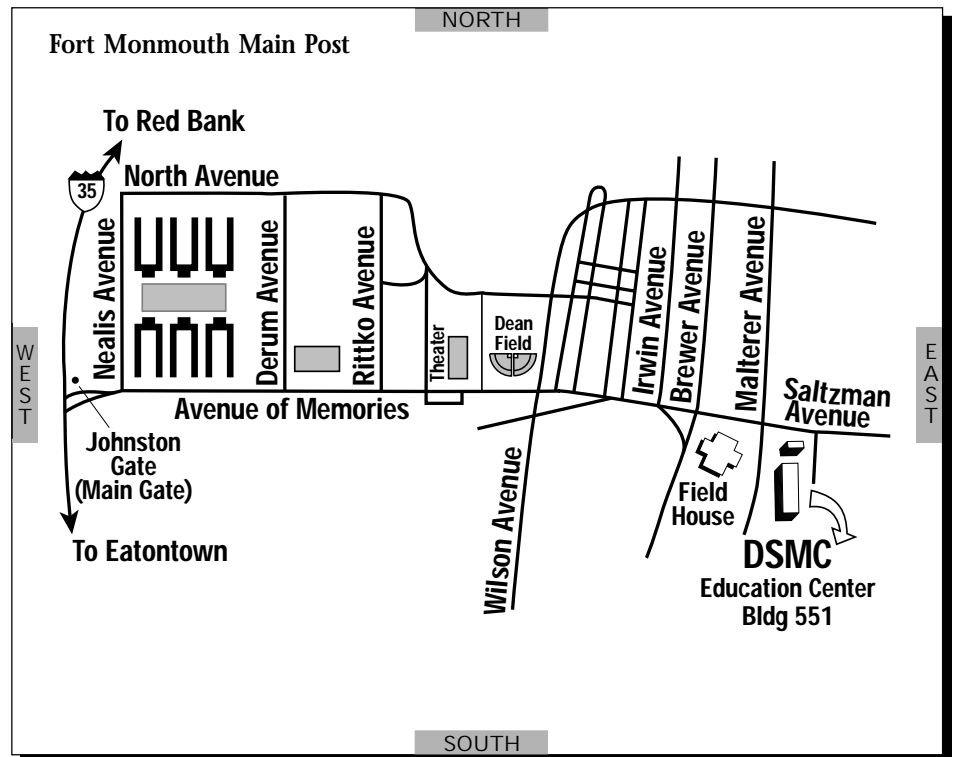
(Maps are not to scale.)

MID-ATLANTIC REGION

FORT MONMOUTH, NEW JERSEY

Directions from Route 35 to
DSMC – Fort Monmouth

Enter the Johnston Gate (Main Gate) at Route 35. Follow the Avenue of Memories/Saltzman Avenue for approximately six blocks. Make a right turn onto Malterer Avenue just past the Physical Fitness Center (Field House). Armstrong Hall (Education Center), Bldg. 551, is the first building to the left. Parking is available across the street and at the rear of the building.

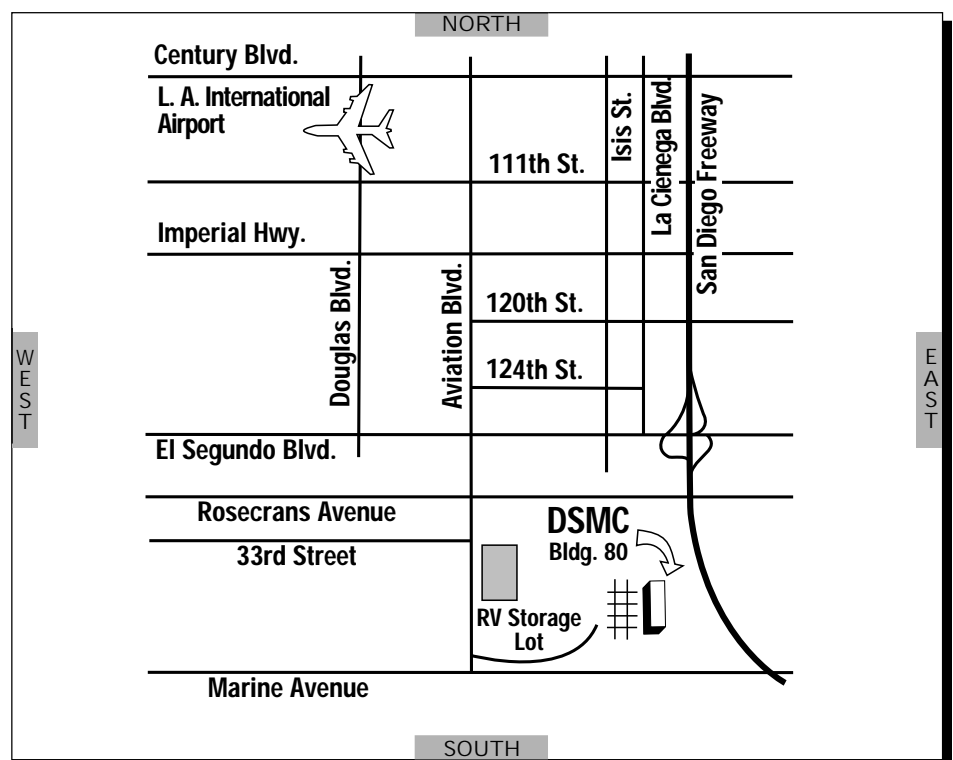


WESTERN REGION

LOS ANGELES AFB

Directions from LA
International Airport to
DSMC – Lawndale

From the airport's rental car lot, travel east on Century Boulevard to Aviation Boulevard. Make a right turn onto Aviation Boulevard, heading south. Proceed past El Segundo Boulevard, Rosecrans Avenue, and 33rd Street. After you pass 33rd Street, make a left turn toward the RV storage lot. Proceed around the RV storage lot and enter the large parking area. Building 80 is straight ahead. DSMC is located in Building 80 at 14800 Aviation Boulevard, Lawndale, CA 90260.

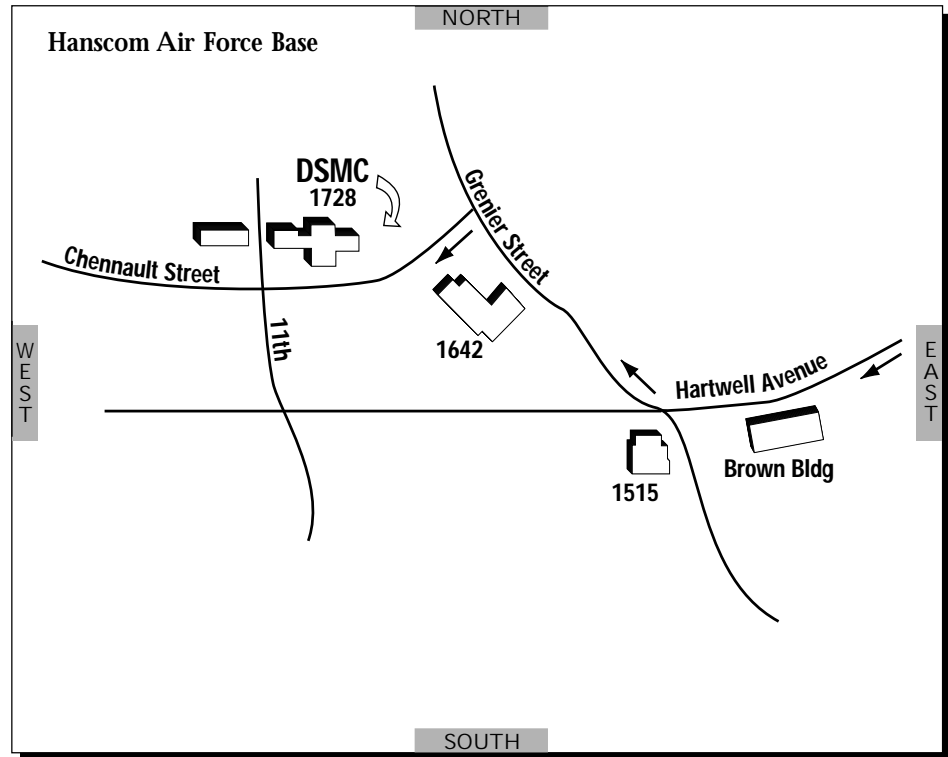


EASTERN REGION

BOSTON, MASSACHUSETTS

Directions from Airport to
DSMC – Boston

From Logan International Airport, travel north on Interstate 93, approximately 10 miles to Interstate 95. Take I95 south approximately 10 miles to exit 31B, the Bedford exit (also known as Route 4 and Route 225). Take a right just before the first stop light; by doing this, you will be able to turn left onto Hartwell Avenue, which leads onto Hanscom AFB. (See map for further details.)

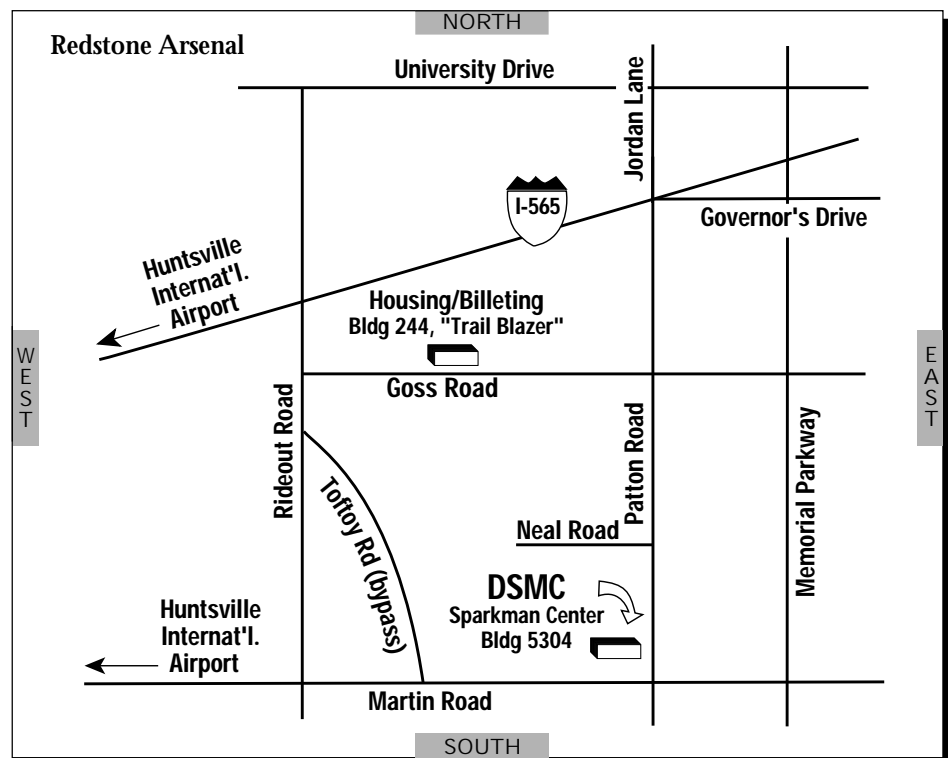


SOUTHERN REGION

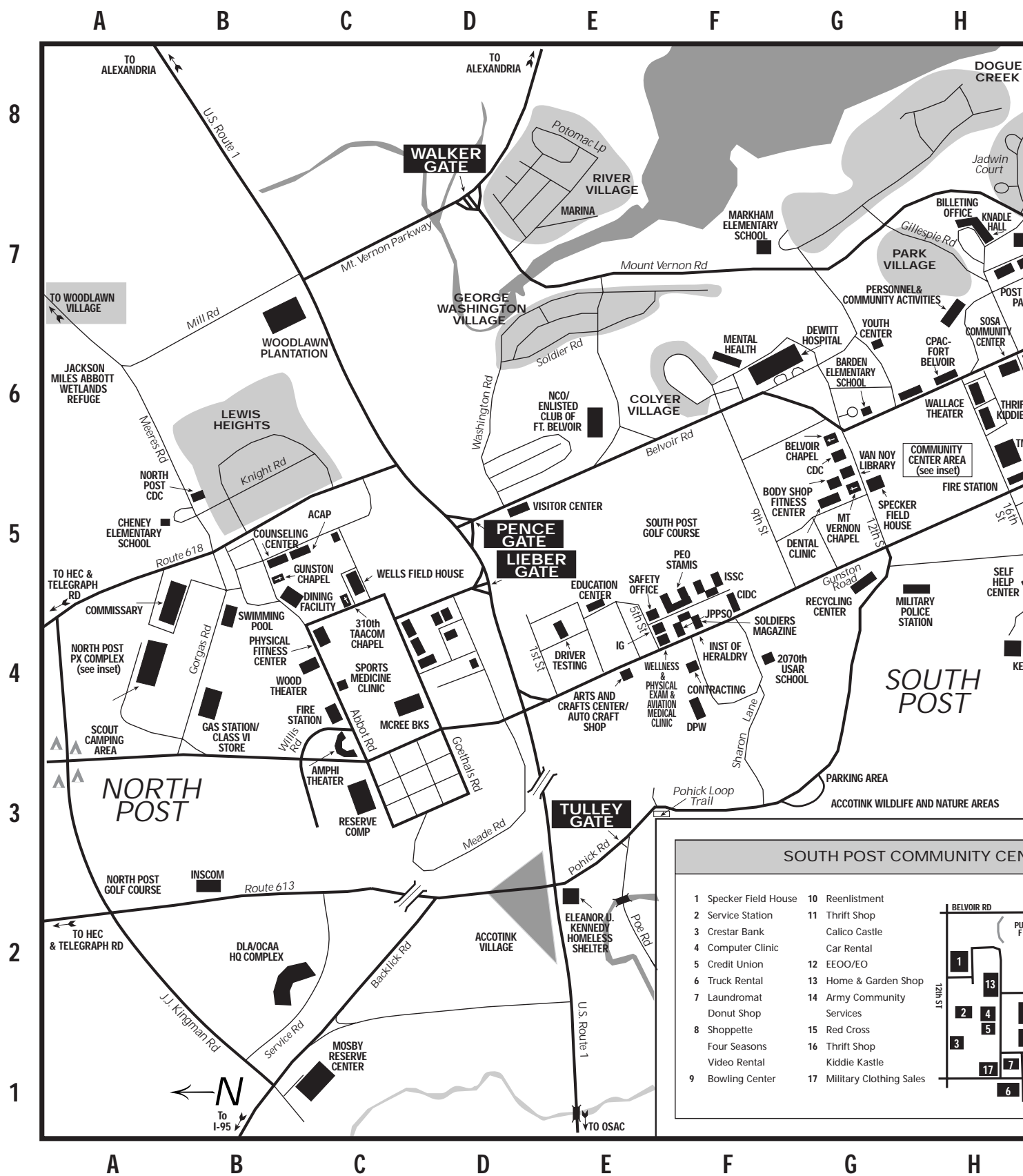
REDSTONE ARSENAL, AL

Directions from
Huntsville International
Airport to DSMC – Redstone

Go east on Interstate 565
towards Huntsville. Exit at
Rideout Road/Redstone Arsenal.



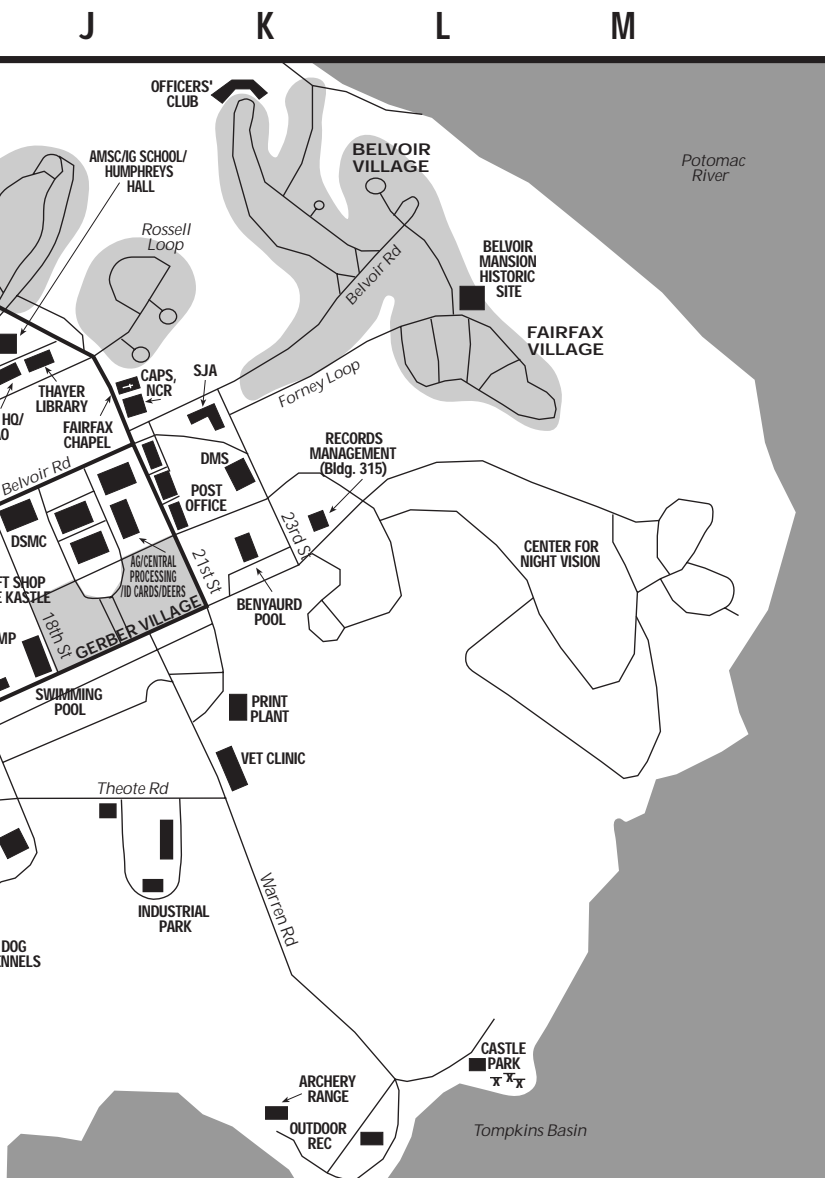
Fort Belvoir



Legend

Accotink Village	D2	Jadwin Court	H8
Accotink Bay Wildlife Refuge ..	G3	Jackson Miles Abbott Wetlands	
Adjutant General	J6	Refuge	A6
Amphitheater	C3	Joint Personal Property Shipping	
Archery Range	K3	Office	E4
Army Career & Alumni Prog. Office ..	B5	Knadle Hall	H7
Army Community Services	Inset	Lewis Heights	B6
Army Mgmt Staff College	H7	Lieber Gate	D5
Arts & Crafts Center	E4	Marina	E7
Auto Craft Shop/Detailing	E4	Markham Elementary School ...	F7
Barden Elementary School	G6	McRee Barracks	C4
Belvoir Chapel (Main Chapel) ...	G6	Mental Health	F6
Belvoir Mansion Historic Site ...	L7	Military Police Station	G4
Belvoir Village	K8	Mosby Reserve Center	C1
Benyaurd Indoor Pool	J6	Mount Vernon Chapel	G5
Billeting Office	H7	Night Vision & Electronic Sensors ..	L6
Body Shop Fitness Center	G5	North Post Shopping Center	
Castle Park	K3	Complex	A4
Center for Night Vision	L6	Officers Club	J8
Central Processing Center	J6	Operational Support Airlift Cmd ..	E1
Cheney Elementary School	A5	Outdoor Recreation	K3
Child Development Center,		Park Village	G7
North Post	B5	Pence Gate, Main Entrance	D5
Child Development Center,		Personnel & Comm. Activities ..	H7
South Post	G5	Pharmacy Annex	Inset
Civilian Personnel Advisory Center,		Pohick Loop Trail	E3
AMC	L6	Post Headquarters	H7
Civilian Personnel Advisory Center,		Post Office, North Post	C-D4
Ft. Belvoir	G6	Post Office, South Post	J6
Civilian Army Personnel Services,		Print Plant	J5
NCR	J7	Public Affairs Office,	
Colyer Village	E6	Belvoir Eagle, Channel 3	H7
Commissary	A4	Public Works	F4
Community Club	E6	Records Management	K6
Contracting	E-F4	Recycling Center	G5
Counseling Center	B5	Red Cross	Inset
Crestar Bank	Inset	Reenlistment	Inset
Criminal Investigation Cmd	E-F4	Reserve Barracks	C4
Davison Army Airfield	E1	Reserve Component Support Div ..	C3
DEERS	G6	River Village	D7-8
Defense Mapping School	J6	Rossell Loop	J7
Defense Systems Mgmt College ..	H6	Safety Office	E4
Dental Clinic	G5	Scout Camping Area	A4
DeWitt Army Comm. Hospital	F6	Self-help Center	H5
Dining Facility	B5	Soldiers Magazine	E4
DLA/OCAA HQ Complex	B2	Soldiers Show/Wallace Theater H6	
Dog Kennels	H4	SOSA Community Center	H6
Dog Creek	G-H8	Specker Field House	G5
Driver Testing	E4	Sports Medicine Clinic	C4
Education Center	E4	Staff Judge Advocate	J7
EEOO/EO	Inset	Swimming Pool (North Post) ..	B4-5
Eleanor U. Kennedy		Swimming Pool (South Post)	H6
Homeless Shelter	E2	Thayer Library	H7
Fairfax Chapel	J7	Tompkins Basin	L3
Fairfax Village	K-L7	Transportation Motor Pool	H5
Family Housing Office	G6	Troop Housing Office	C4
Finance Office	H-J6	Tulley Gate	E3
Fire Station, North Post	C4	USA Intelligence & Security Cmd ..	B3
Fire Station, South Post	H5	USO	H6
Furnishings Mgmt Office	F4	Van Noy Library	G5
George Washington Village ..	C-D6	Veterinary Clinic	J5
Gerber Village	J6	Visitor Center	D5
Golf Course, North Post (36)	A2	Walker Gate	D7
Golf Course, South Post (9)	E5	Wallace Theater	H6
Gunston Chapel	B5	Wellness, Physical Exam,	
Humphreys Engineer Center	A5	Aviation Medical Clinic	E4
Humphreys Hall	H7	Wells Field House	C5
ID Card	J6	Woodlawn Plantation	B7
IG School	H7	Woodlawn Village	A7
Industrial Park	J4-5	Wood Theater	C4
Information Systems Software		Youth Center	G6
Center	F5	2070th USAR School	F4
Inspector General	E4	310th TAACOM Chapel	C5
Institute of Heraldry	E4		
ITR	Inset/H6		

*See inset for services not listed here.



NORTH POST EXCHANGE COMPLEX

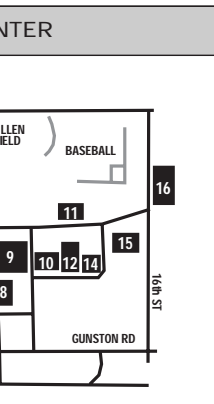
Alterations	Dry Cleaner/Shoe Repair	Main Exchange
Amusement Arcade	Flower Shop	Optical Shop
Barber Shop	Food Court	Pharmacy Annex
Beauty Shop	ITR	



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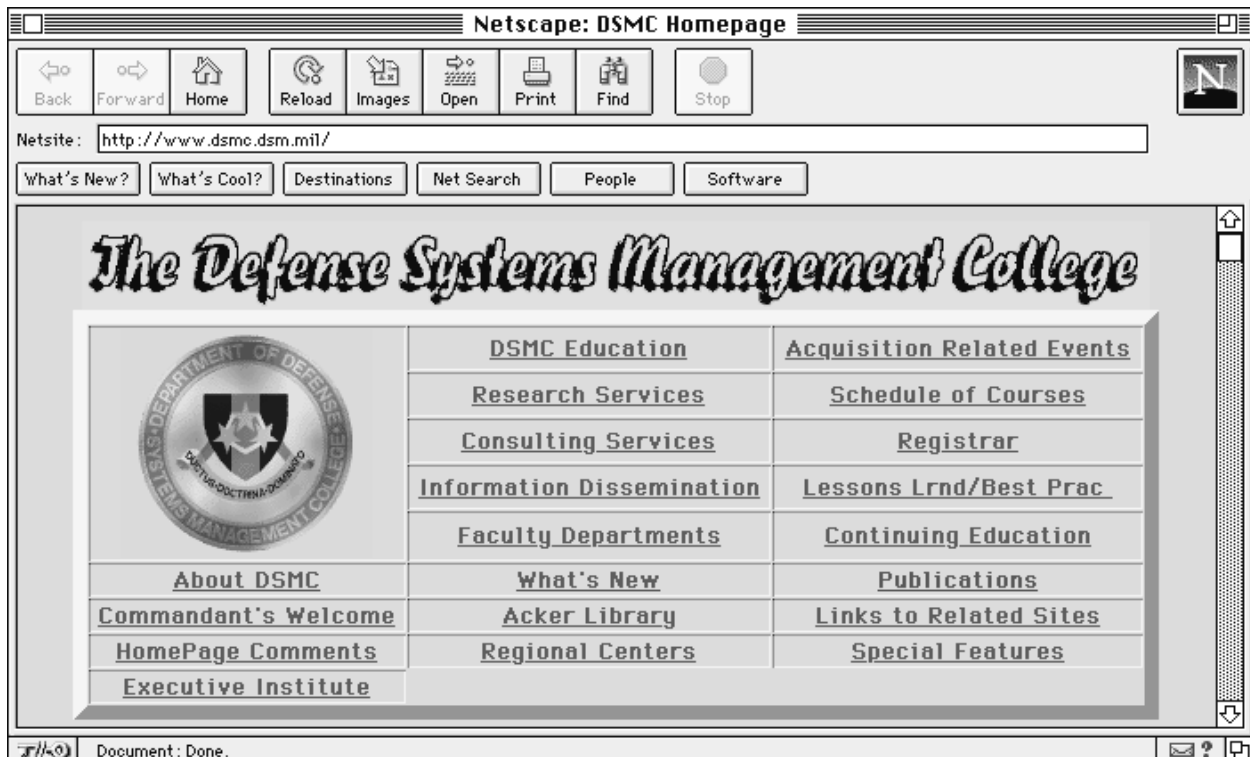
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LESSONS LEARNED AND BEST PRACTICES

- ◆ DSMC EVM Department – Integrated Baseline Review
- ◆ Air Force Acquisition Streamlining
- ◆ Air Force Material Command
- ◆ ARNET
- ◆ Center for Army Lessons Learned
- ◆ Navy Lessons Learned – Center for Excellence
- ◆ Best Manufacturing Practices
- ◆ DSMC EVM Department – Compliance Process
- ◆ Navy – World Class Practices
- ◆ Software Program Managers Network – BMP

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- ◆ Correspondence Courses
- ◆ Learning Resource Center
- ◆ DSMC Individual Learning Program (Electives)

COMING SOON

- ◆ Search Engine Capabilities
- ◆ Electronic Forms

FUTURE PLANS

- ◆ Faculty Bio Book
- ◆ Surveys and Survey Results
- ◆ Education Support

LINKS TO RELATED ACQUISITION SITES

- ◆ ACQ Web (Office of the Under Secretary of Defense for Acquisition and Technology)
- ◆ Air Force Acquisition Home Page
- ◆ DoD Acquisition Workforce Home Page
- ◆ DoD Acquisition Workforce
- ◆ OSD Acquisition Program Integration
- ◆ ARNet – Acquisition Reform Net
- ◆ ALLCARS On-line link
- ◆ CRFPST – Centralized RFP Support Team Office
- ◆ Continuous Acquisition and Lifecycle Support (CALs)
- ◆ Commerce Business Daily
- ◆ Defense Acquisition Revolution
- ◆ Defense Acquisition Reform Initiatives
- ◆ Defense Acquisition University
- ◆ DefenseLINK
- ◆ Deskbook Joint Program Office
- ◆ DoD Deskbook
- ◆ DISA/JIEO Center for Standards
- ◆ Defense Technical Information Center (DTIC)
- ◆ DTIC – Information Technology “sumMIT”
- ◆ DTIC – Defense Science and Technology Planning Home Page
- ◆ DTIC – List of DoD Directives and Instructions
- ◆ Earned Value Management
- ◆ Hill Air Force Base and Ogden Air Logistics Center (FAR/DFAR)
- ◆ National Council on Acquisition Professionalism (NCAP)
- ◆ National Institute for Standards and Technology
- ◆ Navy Acquisition Reform
- ◆ Navy CALS
- ◆ Naval Air Warfare Center
- ◆ Past Performance Systems Report
- ◆ Product Acquisition and Engineering
- ◆ Project Management Forum
- ◆ Directory of Project Management Resources
- ◆ Featured Publications of the SEI
- ◆ Standards Management Groups

DSMC Resources and Facilities for Outside Users

The DSMC main campus is your special resource for research, consulting, information, and education facilities ...

DAVID D. ACKER LIBRARY – Scott Hall, Building 226

- ◆ The world's largest, most comprehensive acquisition management library, including online services to other media centers and the World Wide Web

MANAGEMENT DELIBERATION CENTER – Building 202

- ◆ Computerized decision support assistance workrooms for strategic planning, team building, and resolving issues and conflicts in a nonattribution environment – call (703) 805-5401/2728

DSMC VISUAL ARTS AND PRESS – Building 206

- ◆ Editing, publications design, presentations, exhibits, and marketing

DAVID PACKARD CONFERENCE CENTER – Building 184

- ◆ A retreat that has one large room and three additional meeting rooms that are used for special meetings, small conferences, and roundtable discussions

HOWELL AUDITORIUM – Building 226

- ◆ 394 seats – Large auditorium with comfortable seating and state-of-the-art presentation equipment

ESSAYONS THEATER – Building 219

- ◆ 430 seats – Large auditorium with comfortable seating and state-of-the-art presentation equipment

AUTOMATED CLASSROOMS– Building 209

- ◆ State-of-the-art computer instruction rooms for training classes in office suite and program manager software

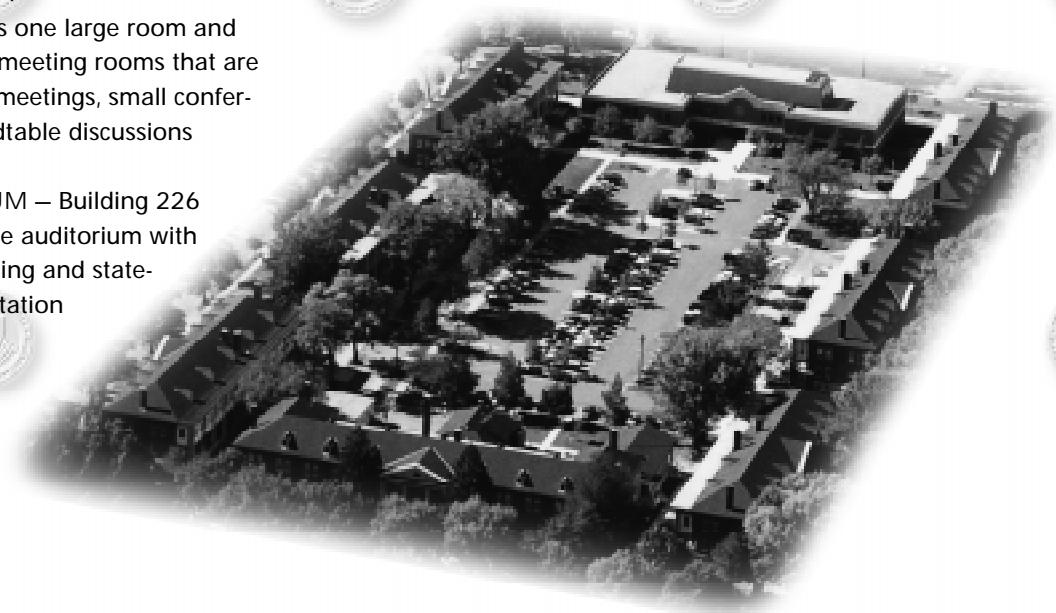
LEARNING RESOURCE CENTER – Building 208

- ◆ Over 4,000 self-help and individualized learning multimedia packages and materials

VIDEO SERVICES AND ELECTRONIC MAINTENANCE – Buildings 226 and 202

- ◆ World-class audio and video services from videotaping to broadcast learning

For information concerning use of our facilities by outside users, call (703) 805-4094, DSN 655-4094.



Defense Systems Management College

Transcript/Verification of Course Attendance Request

Please complete ALL areas, tear along perforation, fold, and mail. Be sure to print legibly or type.

Requester/Student Name: _____ SSN: _____
(Include Maiden Name if Applicable)

Address: _____ Phone: _____
(Commercial)

_____ Phone: _____
(DSN)

☐ Official Transcript (Available for APMC/PMC only)

☐ Mail to:

☐ FAX to: Comm _____

DSN _____

☐ Verification of Attendance (Available for all courses)

☐ Mail to:

☐ FAX to: Comm _____

DSN _____

Please complete the following for EACH course.

Title	Number/ Offering	Location Taken	Dates

Mail to address on the reverse or Fax to Comm (703) 805-3983/3709, DSN 655-3983/3709. If more room is needed to list courses, use an attachment.

Please allow 2 weeks for processing. Should you have any QUESTIONS, please call DSN 655-2850/2146, Comm (703) 805-2850/2146, or toll free 1-888-284-4906.

PRIVACY ACT STATEMENT: AUTHORITY: 10 USC 8012; E.O. 9397. PRINCIPAL PURPOSE: To request mailing of student's official DSMC transcripts. ROUTINE USES: To authorize transmittal of official transcripts to agencies designated by student. Faculty and staff of DSMC and other federal agencies having a need to know may refer to this record in the performance of their official duties. The SSN is used to make positive identification of individual and record. DISCLOSURE: Disclosure is voluntary; however, failure to provide the information will result in the designated agency not receiving transcripts as requested by the student.

Student Signature _____ Date _____

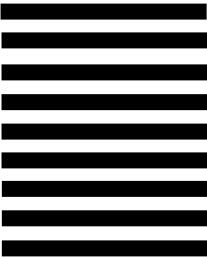
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PM/ARQ READER SUBSCRIPTION FORM

Yes ☐ No ☐
Yes ☐ No ☐

Program Manager Magazine (PM)
Acquisition Review Quarterly (ARQ)

Grade/Rank

Active Military (check only one)

- ☐ General/Admiral
☐ Colonel/Captain (Navy)
☐ Lieutenant Colonel/Commander
☐ Major/Lieutenant Commander
☐ Other

Civilian (check only one or equivalent grade)

- ☐ SES
☐ GS/GM-15
☐ GS/GM-14
☐ GS/GM-13
☐ GS-12
☐ Other

Organization (check only one)

- ☐ Executive Office of the President/Vice President
☐ Congress
☐ U.S. Courts

Department of Defense

- ☐ Office of the Secretary of Defense
☐ Joint Commands
☐ Army
☐ Navy
☐ Marines
☐ Air Force
☐ Other U.S. Government (DLA, etc.)
☐ Nongovernment (defense industry)
☐ Other

Job Function (check only one)

- ☐ Acquisition
☐ Executive and Command
☐ Administrative
☐ Financial
☐ Personnel, Training, Manpower
☐ Operations
☐ Other

Name (Please Print)

Rank/Grade

Title

Organization

Branch/Division

Address ☐ Office ☐ Home

City

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JOIN DSMC'S ALUMNI ASSOCIATION

Now short course students and APMC/PMC students can be a part of the DSMC Alumni Association.

For an application to join, please return this card with the following information. A brochure will be forwarded to you.

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Yes ☐ No ☐

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Civilian (check only one or equivalent grade)

- ☐ SES
☐ GS/GM-15
☐ GS/GM-14
☐ GS/GM-13
☐ GS-12
☐ Other

Organization (check only one)

- ☐ Executive Office of the President/Vice President
☐ Congress
☐ U.S. Courts

Department of Defense

- ☐ Office of the Secretary of Defense
☐ Joint Commands
☐ Army
☐ Navy
☐ Marines
☐ Air Force

Other U.S. Government (DLA, etc.)

- ☐ Nongovernment (defense industry)
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☐ Operations
☐ Other

Name (Please Print)

Rank/Grade

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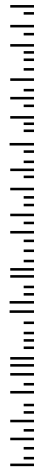
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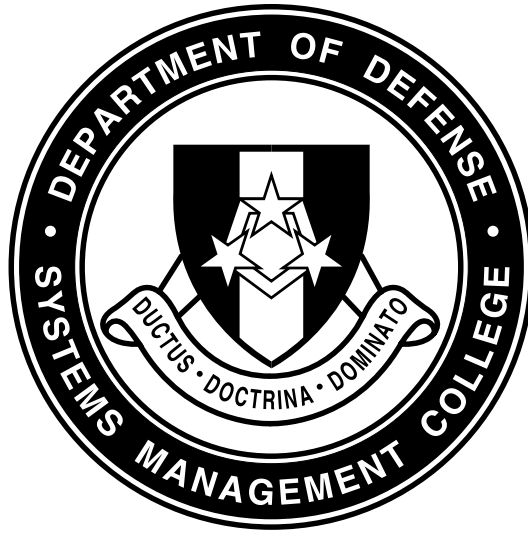
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DSMC Emblem

LEADERSHIP, SCHOLARSHIP, MANAGEMENT

The emblem of the Defense Systems Management College was devised in 1971. Its three stars represent the Departments of the Army, Navy, and the Air Force; together they suggest the Joint-Service nature of DSMC. The stars are superimposed on the outline of a pentagon, which suggests the jurisdiction of the Department of Defense. The three-division shield, upon which the stars and pentagon rest, suggests the three-part school mission. Translated, the emblem's motto reads, "Leadership, Scholarship, Management."

DSMC Vision

We are the academy of distinction promoting systems management excellence.

DSMC Mission

We promote and support the adoption and practice of sound systems management principles by the Acquisition Workforce through education, research, consulting, and information dissemination.

DSMC Values

We support, respect, and trust each other. We are all responsible for customer satisfaction. We take pride in our work and pursue excellence in what we do.



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